

The BP Operating Management System Framework



Part 1
An overview of OMS

GFD 0.0-0001

Version 2 – 3 November 2008



EXHIBIT # 2352
WIT: Lynch

Introduction by Tony Hayward, Group Chief Executive	2
What is the OMS?	4
Why do we need an OMS?	8
What are the benefits of the OMS?	10
Introducing the Elements of Operating Improvement Cycle	12
Introducing the OMS Performance Improvement Cycle	18
Introducing the OMS implementation	22
Appendix 1: BP's Commitment to health, safety, security and environmental performance	25

The Operating Management System sets out BP's principles for operating and provides a framework to help deliver the essentials, then excellence, in operating.

These descriptions are intended to assist entity leaders, entity leadership teams and those involved in implementing OMS within the entity.

In the event of a conflict between OMS and applicable legal and regulatory requirements, applicable legal and regulatory requirements shall prevail and compliance with the applicable legal and regulatory requirements shall be a condition of OMS implementation.

Further information about OMS can be found in the OMS website (www.bp.com/oms).

© 2008 BP International Ltd. All rights reserved. This document is classified as BP Internal. Distribution is intended for BP authorized recipients only. The information contained in this document is subject to the terms and conditions of the agreement or licence under which the document was supplied to the recipient. Its use, reproduction, modification, distribution, or disclosure to third parties is prohibited unless expressly authorized in writing by BP International Ltd. or its local operating company.

"The OMS has two purposes:
to further **reliability**
in our operating activities
and to **minimize**
risks the quality of those
operating activities."

66

The operating management system (OMS) is fundamental to delivering safe and reliable operating activities in BP. It is the foundation for a responsible and high performing bp where our goals are simply stated: no accidents, no harm to people and no damage to the environment.

OMS is important. It provides a set of requirements and a systematic application of a performance improvement cycle to continuously improve the way we operate. It also sets the boundaries and standards that will enable leaders to exercise control in a way that is clear and unambiguous.

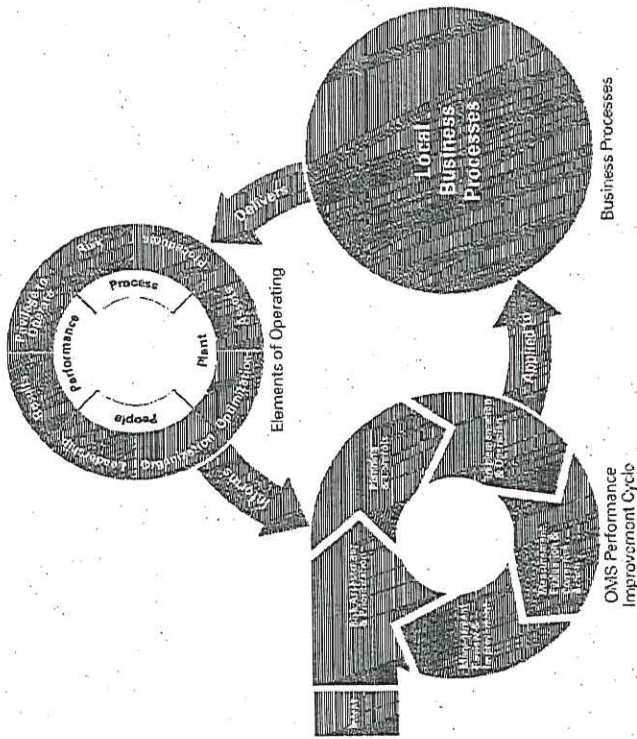
I'm counting on your personal leadership to make OMS a foundation for best in class competitive performance.

Tony Hayward,
Group Chief Executive

99

4 What is the OMS?

The OMS framework, when fully implemented, helps to deliver safe, reliable and sustainable BP operating activity and continuous improvement.



A virtuous circle
 The OMS Framework operates by applying the Performance Improvement Cycle to local business processes. This delivers the outcomes defined in the Group Essentials which are categorized against the Elements of Operating. In turn, assessments against the Group Essentials inform the risk assessment and prioritization step of the Performance Improvement Cycle.

The OMS framework
 Every site and business within BP currently has a management system to set priorities and manage risk. The purpose of the OMS framework is to help bring the appropriate level of consistency and completeness to all these systems.

OMS is a framework that defines a set of operating requirements. It sets out a systematic way to improve local business processes to deliver these requirements. When fully implemented, it helps to deliver safe, reliable and reliable BP operating activity and continuously improve performance.

6 What is the OMS?

The OMS is developed, implemented and sustained locally.

Delivering OMS locally

Each entity will have a local Operating Management System (local OMS) which describes how it will deliver its operating activities. This is developed, implemented and sustained locally. The local OMS translates business needs, relevant legal and regulatory requirements and OMS requirements into practical plans to reduce risk and deliver strong, sustainable performance.

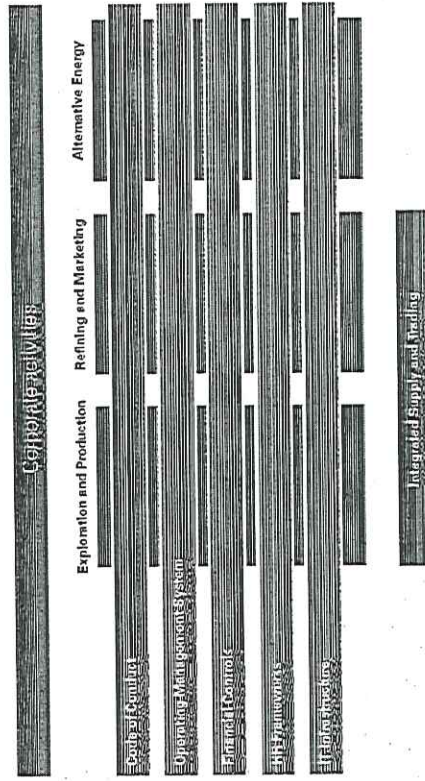
Each local OMS is described in a local OMS handbook – providing a summary and guide to the way things are done within that operating entity.

This local handbook explains how the OMS framework and the relevant BP business processes convert into local plans and actions.

More information on implementation of the local OMS can be found on page 22 and in OMS Framework Part 4.

An integrated, consistent way of working OMS is one of a set of consistent principles and processes that are applied across the BP group.

Together these are designed to simplify the organization, improve productivity, enable consistent execution and focus BP on performance.



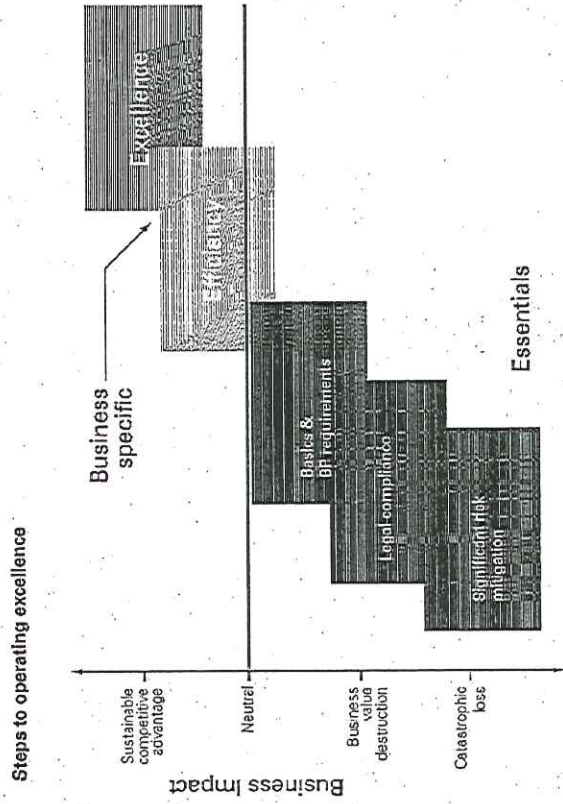
8 Why do we need an OMS?

Creating sustainable competitive advantage through operating excellence.

Creating sustainable competitive advantage through operating excellence will require improvements in all aspects of the Elements of Operating, i.e. improvements in plant, process, people and performance.

The Group Essentials outline what's required, categorized by the Elements of Operating. They cover risk mitigation, legal and regulatory compliance, conformance with BP Requirements, and rigorous application of basic operating knowledge. Together they help BP entities deliver safe, responsible and reliable operating activities.

They also create a platform for sustainable improvement, allowing BP to capture additional value through efficiency. Ultimately this delivers sustainable excellence in operating.

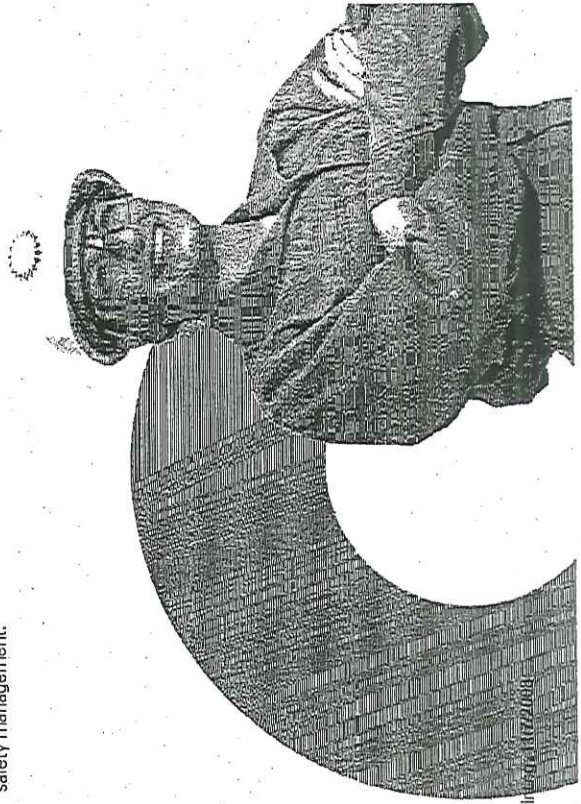


10 What are the benefits of the OMS?

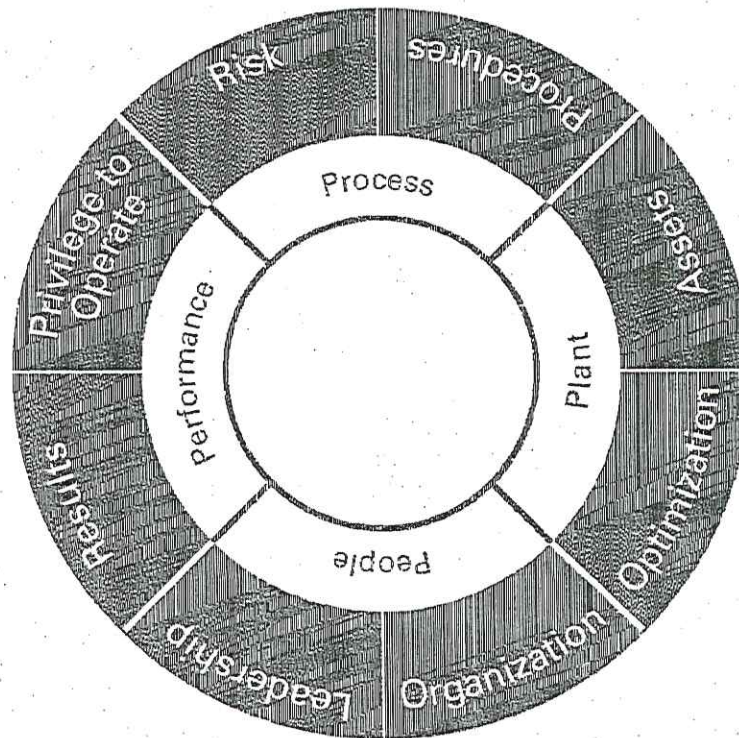
By addressing all of the Elements of Operating, the local OMS seeks to bring a balanced approach to operating.

- OMS Benefits**
By addressing all of the Elements of Operating, the local OMS seeks to bring a balanced approach to operating. Successful implementation of a local OMS will help to deliver:
- Clear roles and responsibilities for the workforce.
 - Clear accountabilities and unambiguous goals.
 - A competent workforce that understands entity priorities and feels supported and valued.
 - Compliance with applicable legal and regulatory requirements, and conformance to Group Essentials and Group Defined Practices.
 - Effective personal and process safety management.

- Continuous risk reduction and disciplined behaviour at all levels to challenge and eliminate unsafe acts and conditions.
- Entities with the resources and capability to implement the entity plan and systematically improve operating processes and activities.
- Leadership that listens and responds openly to the workforce and stakeholders.
- Respect for expertise at all levels within BP.
- Continuous improvement, learning from ourselves and others to improve the leadership, capability and capacity of BP.
- Customer and stakeholder expectations being met or exceeded.



Uncontrolled Document. Valid Only at Time of Printing (13/07/2010)



There are a set of Group Defined Practices which detail business processes that shall be implemented as part of the local OMS to deliver one or more of the Group Essentials. More details on the Elements of Operating, Group Essentials and Group Defined Practices can be found in OMS Framework Part 2.

Elements of Operating
Put simply, the Elements of Operating describe eight dimensions of how people, process, plant and performance operate within BP.

Each of the eight interdependent Elements of Operating is divided into sub-elements, which need to be selectively and systematically managed to improve performance.

A Principle helps describe the intent of each Element and each sub-element. These Principles, which are shown on page 14, provide guidance and support decision-making. The Group Essentials define what's required and are categorized against the sub-elements. The Group Essentials are the Group operating requirements with which each entity shall comply.

14 Introducing the Elements of Operating

Element 1: Leadership

Principle: Our operating leaders are competent, exhibit visible, purposeful and systematic leadership and are respected by the organizations they lead.

Sub-element principles:

Leaders
BP operating leaders provide clear direction to the people in their organization and then act in accordance with it.

Operating strategy
BP leaders integrate operating activities into business strategies and objectives to deliver continuous risk reduction and performance improvement.

Planning and controls
BP leaders formulate annual plans aligned to the local operating policy to address risks, performance delivery and performance improvement opportunities, and establish controls to deliver intended outcomes.

Resource and implementation
BP leaders provide sufficient resources to manage risks and deliver performance improvement, and apply control mechanisms to identify and correct deviations from the annual plan.

Accountability
BP operating leaders create and support clear delegation and accountability consistent with BP Requirements.

Communication and engagement
BP leaders, through their actions and behaviours, create an environment in which the workforce are informed, involved and enabled to do their jobs.

Culture
BP leaders take action to develop and maintain a culture and behaviours that enable safe, responsible and reliable operating.

Element 2: Organization

Principle: We have fit for purpose and agile organizations staffed with competent people and teams.

Sub-element principles:

Organization structure
BP entities establish organizations that allow them to deliver their planned business objectives effectively and efficiently through the deployment of competent people and adequate resources.

People and competence
BP entities deploy and maintain competent employees with appropriate qualifications, skills and knowledge for roles that impact integrity and operating performance and to meet current and future business needs.

Operating discipline
BP entity leaders hold the workforce accountable for performing their work in accordance with operating procedures and practices.

Organizational learning
BP entities continuously improve their local OMS, both sharing and incorporating learnings from within and outside the entity or BP Group.

Working with contractors
BP entities systematically assure that goods, equipment and services provided by suppliers, contractors and other parties meet contractual and BP Requirements.

Element 3: Risk

Principle: The workforce at all levels of our organization understands and manages operating risk to prevent accidents and harm to people, to reduce damage to the environment and to achieve competitive performance.

Sub-element principles:

Risk assessment and management
BP entities assess, prioritize and manage operating risks consistent with BP Requirements.

Personal safety
BP entities provide a safe working environment by systematically identifying and assessing safety hazards and mitigating the potential risks to people.

Process safety
BP entities manage the integrity of hazardous operating systems and processes by applying good design principles, engineering and operating practices which prevent and control incidents that have the potential to release hazardous materials or energy. Such incidents can cause toxic effects, fire or explosion and could ultimately result in serious injuries, environmental impact, property damage and lost production.

Health and industrial hygiene
BP entities manage their business to prevent harm to the health of employees, contractors, visitors and local communities.

Security
BP entities put processes in place to maintain the security of the workforce, premises, facilities, equipment and information.

Environment
BP entities identify and systematically manage the impact of their activities on the environment and integrate environmental requirements into the local OMS.

Transportation
BP entities evaluate and manage transportation risks covering land, sea and air travel to prevent injury to people.

Element 4: Resources

Principle: We document and rigorously follow procedures for safe, responsible and reliable operating.

Sub-element principles:

Procedures and practices
BP entities document, maintain and follow practices and procedures for the safety of their workforce and the safe, responsible and reliable operation of their assets, facilities, floating structures and transport equipment.

Management of change
BP entities employ a formal, systematic process to document, evaluate, approve and communicate temporary and permanent changes that could impact safe, responsible and reliable operating activity.

Information management and document control
BP entities develop, review and maintain secure and readily available the necessary and appropriate information, documents and records.

Incident management
BP entities report and investigate incidents; determine immediate and system causes and implement appropriate corrective actions; and share the learnings to reduce the likelihood of recurrence and improve operating performance.

Control of work
BP entities employ a formal Control of Work process to provide a work environment that will allow tasks to be completed safely and without unplanned loss of containment causing environmental damage.

Crisis and continuity management and emergency response
BP entities prepare for and respond promptly to crisis and emergency events threatening harm to BP employees and contractors, company assets, and neighbouring communities and interruption in business operations.

16 Introducing the Elements of Operating

Element 5: Assets

Principle: Our plants, facilities, assets and floating systems are fit for purpose throughout the lifecycle of the operation.

Sub-element principles:

Project management

BP entities manage projects for design and construction of new or modified plant, facilities, assets and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Design and construction

BP entities design, construct and modify plant, assets, facilities and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Asset operation

BP entities operate plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Inspection and maintenance

BP entities inspect and maintain plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Decommissioning and remediation

BP entities plan for and manage the decommissioning or abandonment of plant, assets, facilities and floating structures and the remediation of the resulting HSE impacts and risks.

Marine operations

All marine activity in the BP Group is carried out in such a way as to prevent injury to people, damage to the environment and to achieve competitive performance over the lifecycle of the asset.

Element 6: Optimization

Principle: Our operations are continuously optimized to improve performance and delivery from our assets.

Sub-element principles:

Plant optimization

BP entities identify, evaluate and capture opportunities to improve operating unit performance.

Energy

BP entities employ energy strategies to improve energy usage.

Feedstock and product scheduling and inventory

BP entities manage feedstock inventories and schedule operations to meet production requirements that satisfy business and customer needs.

Quality assurance

BP entities assure the quality of their materials, operating activities, products and services.

Technology

BP entities identify and implement technology to improve operating performance.

Procurement

BP entities purchase feedstocks, materials and services to meet specifications, standards, delivery, and operating requirements which address lifecycle cost.

Materials management

BP entities manage materials to provide the required quality and availability to deliver operating performance.

Continuous improvement

BP entities develop a culture in the workforce to improve operating performance through defect identification, measurement and elimination.

Element 7: Privilege to Operate

Principle: We deliver what is promised and address issues raised by our key stakeholders.

Sub-element principles:

Regulatory compliance

BP entities comply with applicable legal and regulatory requirements.

Community and stakeholder relationships

BP entities act to enhance their reputation with key stakeholders as a neighbour, partner, employer and investment of choice, and engage stakeholders on the issues that affect them.

Social responsibility

BP entities deliver responsible operations conforming to BP Requirements and seek to have a positive influence on the communities in which they operate.

Customer focus

BP entities develop and maintain transparent, sustainable BP customer relationships.

Product stewardship

BP entities manage products throughout their lifecycle to satisfy legal and regulatory requirements and communicate potential HSSE impacts of products.

Element 8: Results

Principle: Measurement is used to understand and sustain performance.

Sub-element principles:

Metrics and reporting

BP entities establish metrics to monitor and report delivery of operating targets and to promote continuous improvement.

Assessment and audit

BP entities perform assessments and audits of operating performance and management processes to assure compliance with legal and BP Requirements, and drive risk reduction and performance improvement.

Performance review

BP entities use the results of assessments and audits, as well as inputs from other internal learning activities, to periodically review the continued adequacy and appropriateness of the existing local OMS and drive systematic improvements in performance.

Budget management

BP entities operate safely and profitably, planning and managing financial and human resources consistent with the annual plan, and to deliver operating performance.

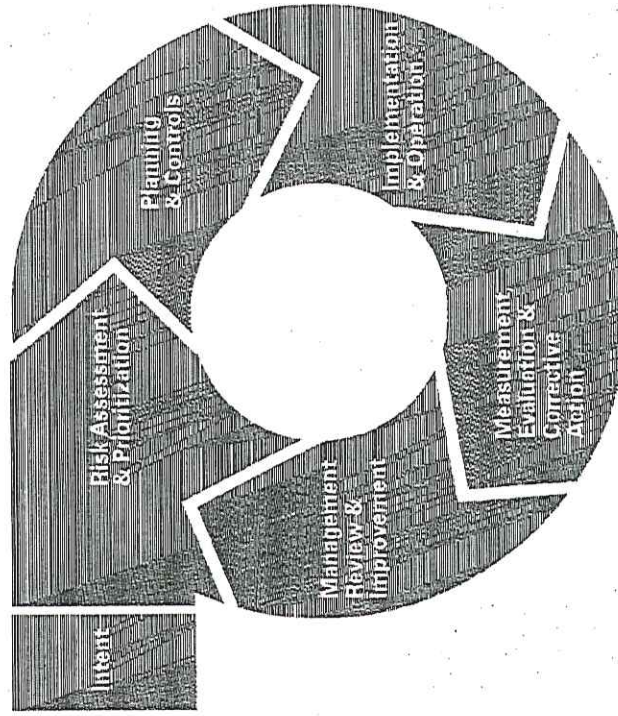
The OMS Performance Improvement Cycle and ~~SUSTAINING CHANGE~~ ~~IMPROVEMENT~~ to, and ~~IMPROVEMENT~~ of, local business processes to deliver the Elements of Operating.

Performance Improvement
The OMS Performance Improvement Cycle defines six steps of local business processes (see diagram). It drives and sustains change to, and improvement of, local business processes to deliver the Elements of Operating.

As with the Elements of Operating, a Principle helps describe the intent of each of the six steps and in turn, these Principles are underpinned by Group Essentials – the requirements which must be delivered.

OMS Framework Part 3 describes this Performance Improvement Cycle and its links to the annual planning process.

The local OMS handbook will describe how the OMS Performance Improvement Cycle is implemented at each entity.



20 Introducing the OMS Performance Improvement Cycle

1 Plan

Principle:
Leaders provide the vision and set the expectations for operating performance through a local operating policy and consistent actions.

4 Implementation and Operation

Principle:
Activities are carried out consistent with the plan to meet commitments as well as legal requirements.

2 Risk Assessment and Prioritization

Principle:
Risks and performance gaps are identified and opportunities for improvement are prioritized with applicable legal and regulatory requirements met.

5 Measurement, Evaluation and Corrective Action

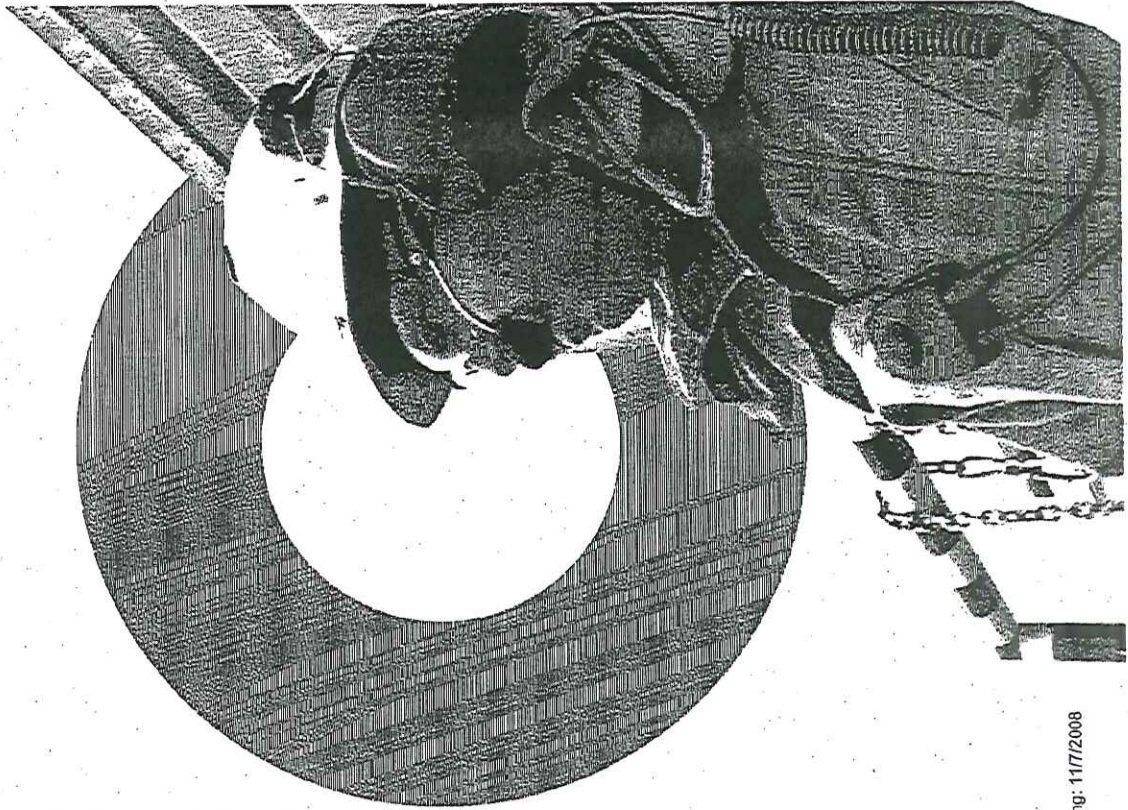
Principle:
Monitoring and measurement are carried out to determine if applicable requirements and plan targets are being met and controls are effective.

3 Establishing Controls

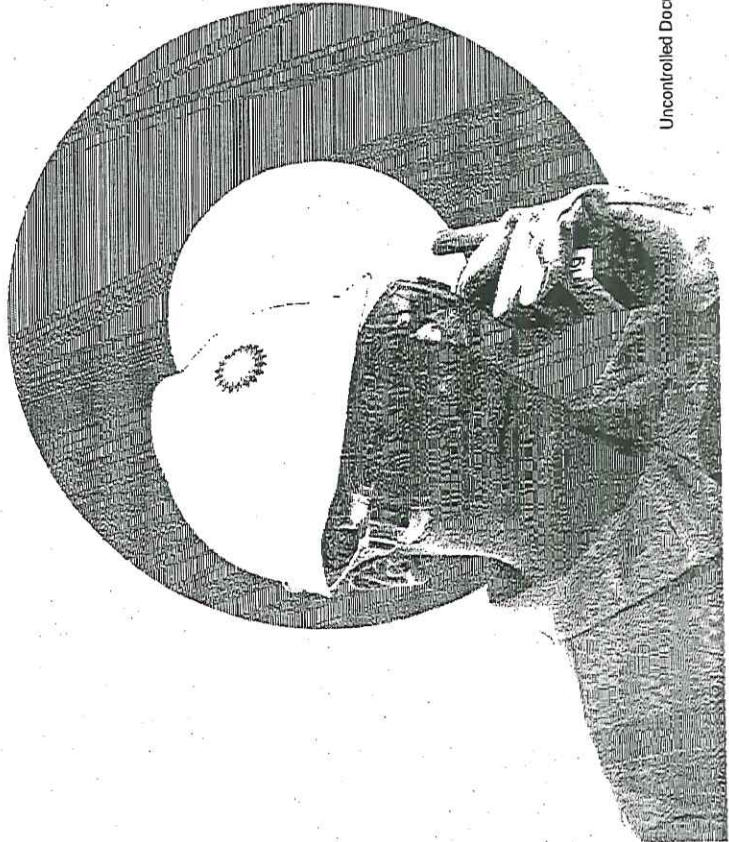
Principle:
Plans establish clarity about intended activity and controls confirm that objectives are sustainably achieved.

6 Management Review and Improvement

Principle:
Management verify the statement of intent is being met, and review the local OMS implementing any identified changes.



Everyone has a role in making local OMS implementation a success and a sustainable element of how BP operates.



Steps to Implementation

The key to successful implementation of the local OMS is to assess existing local business processes, prioritize areas for improvement and identify the associated actions and necessary resources.

The starting point shall be a gap assessment against the Group Essentials, leading to the development and implementation of an improvement plan. Full implementation is more than a "mapping" exercise; it will evolve over time, allowing for reassessment and continuous improvement of operating activities. In this way, the local OMS becomes a way to simplify and integrate various, existing management systems

Roles and responsibilities

Each part of BP has a distinctive part to play in implementing OMS to support safe, responsible and reliable operating activity.

-The entity workforce will participate in local OMS implementation and maintenance and make recommendations for Local OMS improvements.

-The entity leader is accountable for robust local OMS implementation and for sustaining safe, responsible and reliable operating activity.

-The Segment and SPU line leaders are accountable for appropriately consistent OMS implementations across their span of control and for the overall performance of their operating activity.

-The Group S&O Function is accountable for defining the OMS Framework and supporting documentation, clearly specifying the OMS requirements, driving commonality of approach across Group and auditing OMS.

Transition to OMS

The decision as to when each operating entity should start to implement the OMS will be taken by the relevant EVP, GVP or SPU Leader. Every operating entity will continue to use gHSEr as the basis of its management system until a Management of Change process is completed which authorizes the switch over to OMS.

The completion of the switchover to OMS is intended to take place throughout BP by the end of 2010.

24 Introducing the OMS implementation

Implementation covers the following three steps:

Step 1
Review Elements of Operating

Compare local business processes and their outcomes to the OMS Group Essentials (see OMS Framework Part 2) and identify gaps to highlight areas where action is required.

Step 2
Develop the Local OMS Handbook

Integrate the OMS Performance Improvement Cycle with local business processes and document in the local OMS Handbook.

Step 3
Prepare a local OMS action plan

As part of annual business planning process, develop a local OMS action plan which will prioritize delivery of the Group Essentials and achieve any other objectives established through the OMS Performance Improvement Cycle.

Details of implementation requirements and the Management of Change process to apply can be found in OMS Framework Part 4.

OMS Evaluation

Each BP entity will complete regular self assessments of its operating performance and the quality and rigour of its local OMS application and build improvements into the annual business planning process.

In addition, S&O audit maintains a prioritized audit plan and will conduct entity OMS audits once every three years.

25 Appendix 1



Our goals are simply stated – no accidents, no harm to people, and no damage to the environment.

no accidents, no harm to people, and no damage to the environment
We will operate our facilities safely and reliably and care for all those on our sites or impacted by our activities. Everybody who works for BP anywhere, is responsible for getting HSSE right. The health, safety and security of everyone who works for us are critical to the success of our business.

environment
We will continue to drive down the environmental and health impact of our operations by reducing waste, emissions and discharges, and using energy efficiently. We will produce quality products that can be used safely by our customers.

We will:

- **systematically** manage our operating activities to continuously reduce risk and deliver performance improvement.
 - **comply** with all applicable local laws and company policies and procedures.
 - **consult**, listen and respond openly to our customers, employees, neighbours, public interest groups and those who work with us.
 - **work with others** – our partners, suppliers, competitors and regulators – to raise the standards of our industry.
 - **openly report** our performance, good and bad.
 - **recognize those who contribute** to improved HSSE performance.
 - **continuously improve** our performance by improving the leadership, capability and capacity of our organization.
- Our business plans include measurable HSSE targets. We are all committed to meeting them.

Tony Hayward
Group Chief Executive
3 November 2008

"I am counting on your
personal leadership to
make OMS a foundation
for best in class
competitive performance."

Tom Hayward
Group Chief Executive

Unsecured Electronic Copy of Emails 1/7/2009

<http://oms.bpweb.bp.com>

Uncontrolled Document. Valid Only at Time of Printing: 11/7/2008

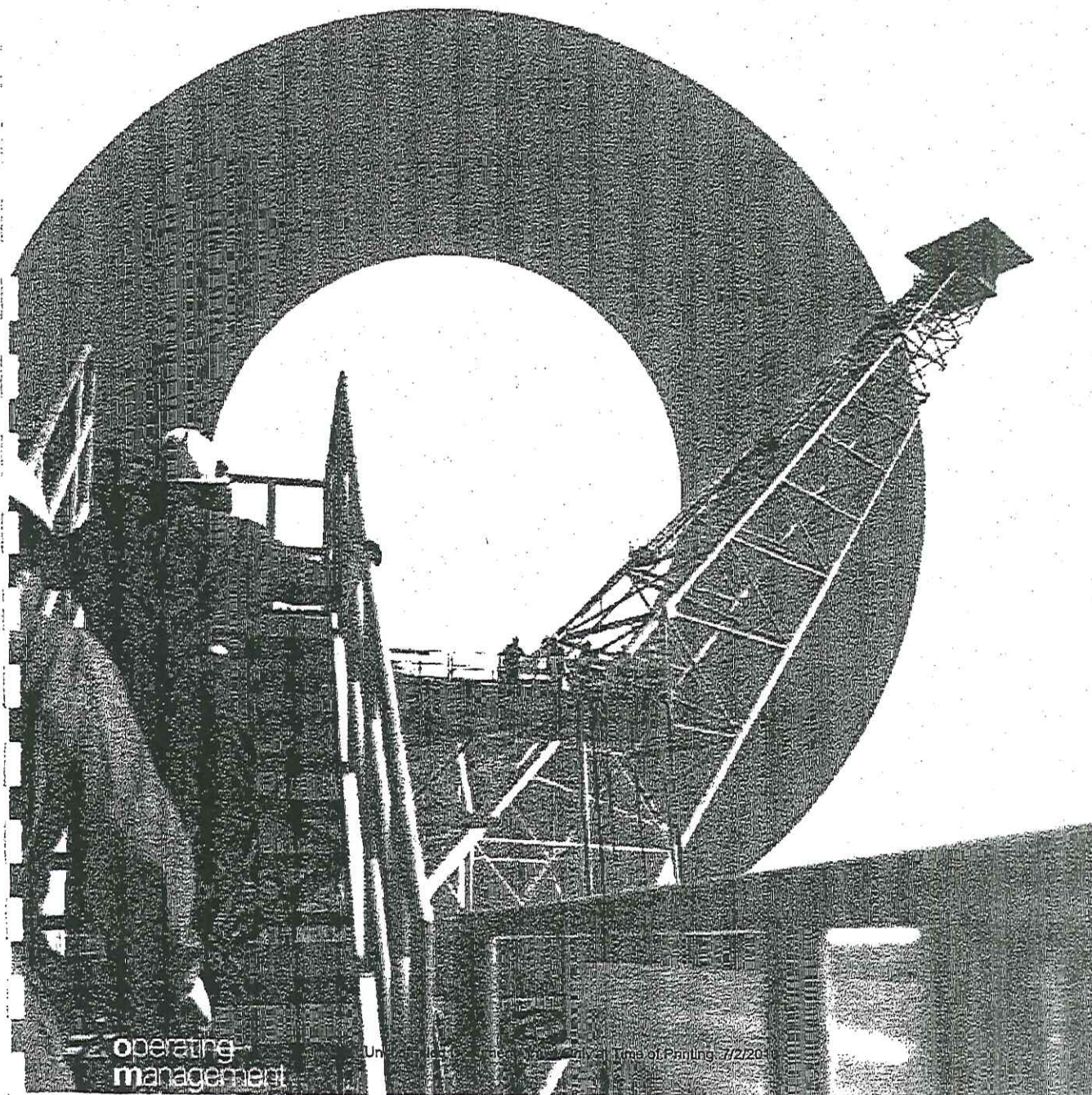


The BP Operating Management System Framework

Part 2 – Elements of Operating including Group Essentials

GFD 0.0-0002

Version 2.0 – 3 November 2008



operating
management

Uncontrolled when printed. Time of Printing: 7/2/2010

The Operating Management System Framework

Part 2 – Elements of Operating including Group Essentials

Please note: This revised version (2.0) of OMS Part 2 has been produced for application at entities which are transitioning or have transitioned from gHSEr to OMS as its management system.

This version (2.0) of OMS Part 2 has been revised as part of the simplification and integration of existing operating requirements into a single OMS Architecture. The footnotes from Version 1 which covered the requirements of the IM, COW, DS, Security and Marine Standards, and the HSSE Compliance Framework have been removed, with the requirements being integrated into the Group Essential statements or Group Practices. These Group practices are either mandatory Group Defined Practices focused on the assessment and management of significant operating risks, or Group Recommended Practices. The appendices in this document provide a mapping of the requirements of existing Group documents to the Group Essentials and Group Defined Practices.

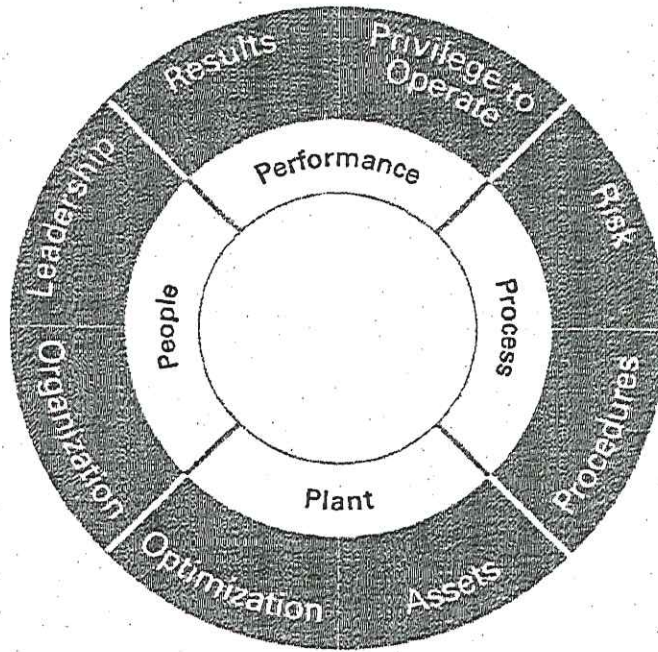
OMS Part 2 is one of the four parts comprising the OMS Framework documentation. All four parts have been revised to create Version 2.0 of the OMS documentation and are issued as a suite of four documents. This has enabled simplification of the documentation through the removal of common contextual detail that was needed when each document stood alone.

Copyright © 2008 BP International Ltd. All rights reserved.

This document is classified as BP Internal. Distribution is intended for BP authorised recipients only. The information contained in this document is subject to the terms and conditions of the agreement or contract under which the document was supplied to the recipient's organisation. None of the information contained in this document shall be disclosed outside the recipient's own organisation, unless the terms and conditions of such agreement or contract expressly allow, or unless disclosure is required by law.

The BP Operating Management System Framework

Part 2 – Elements of Operating including Group Essentials



Issue Date	3 November 2008 (Version 2)
Revision Date	3 November 2008
Next Review Date	31 March 2011
Content Owner	John Sieg, Group Head of Operations
Document Administrator	Tim Kozina, Director, OMS Knowledge Management
Approved by	Mark Bly, Group Head S&O Function
Issued By	Gareth James, Group Head of Technical Management Systems

Contents

<u>What is this document?</u>		5
<u>Where do the Elements of Operating and Group Essentials fit?</u>		5
<u>Elements of Operating, Group Essentials, Group Defined and Recommended Practices</u>		6
<u>Elements</u>	<u>Sub Element Group Essential</u>	
Leadership	1.1 <u>Operating leaders</u>	10
	1.2 <u>Operating strategy</u>	11
	1.3 <u>Planning and controls</u>	12
	1.4 <u>Resource and implementation</u>	13
	1.5 <u>Accountability</u>	14
	1.6 <u>Communication and engagement</u>	15
	1.7 <u>Culture</u>	16
Organization	2.1 <u>Organization structure</u>	17
	2.2 <u>People and competence</u>	18
	2.3 <u>Operating discipline</u>	19
	2.4 <u>Organizational learning</u>	20
	2.5 <u>Working with contractors</u>	21
Risk	3.1 <u>Risk assessment and management</u>	22
	3.2 <u>Personal safety</u>	23
	3.3 <u>Process safety</u>	24
	3.4 <u>Health and industrial hygiene</u>	25
	3.5 <u>Security</u>	26
	3.6 <u>Environment</u>	27
	3.7 <u>Transportation</u>	28
Procedures	4.1 <u>Procedures and practices</u>	29
	4.2 <u>Management of change</u>	30
	4.3 <u>Information management and document control</u>	31
	4.4 <u>Incident management</u>	32
	4.5 <u>Control of work</u>	33
	4.6 <u>Crisis and continuity management and emergency response</u>	34
Assets	5.1 <u>Project management</u>	35
	5.2 <u>Design and construction</u>	36
	5.3 <u>Asset operation</u>	37
	5.4 <u>Inspection and maintenance</u>	38
	5.5 <u>Decommissioning and remediation</u>	39
	5.6 <u>Marine operations</u>	40

Optimization	6.1	<u>Plant optimization</u>	41
	6.2	<u>Energy</u>	42
	6.3	<u>Feedstock and product scheduling and inventory</u>	43
	6.4	<u>Quality assurance</u>	44
	6.5	<u>Technology</u>	45
	6.6	<u>Procurement</u>	46
	6.7	<u>Materials management</u>	47
	6.8	<u>Continuous improvement</u>	48
Privilege to Operate	7.1	<u>Regulatory compliance</u>	49
	7.2	<u>Community and stakeholder relationships</u>	50
	7.3	<u>Social responsibility</u>	51
	7.4	<u>Customer focus</u>	52
	7.5	<u>Product stewardship</u>	53
Results	8.1	<u>Metrics and reporting</u>	54
	8.2	<u>Assessment and audit</u>	55
	8.3	<u>Performance review</u>	56
	8.4	<u>Budget management</u>	57
Appendices		<u>Maps of the requirements of existing Group documents to the Group Essentials and GDPs</u>	
Appendix 1		<u>Integrity Management Standard</u>	58
Appendix 2		<u>Control of Work Standard</u>	60
Appendix 3		<u>Driving Safety Standard</u>	62
Appendix 4		<u>Group Security Standard</u>	63
Appendix 5		<u>Business Continuity Planning Standard</u>	64
Appendix 6		<u>Marine Standard</u>	65
Appendix 7		<u>Getting HSE right</u>	71
Appendix 8		<u>HSSE Compliance Framework</u>	76
Appendix 9		<u>ISO 14001 Environmental Management System</u>	82
Appendix 10		<u>Golden Rules of Safety</u>	84

1 What is this document?

OMS Part 2 is one of four documents comprising the Operating Management System (OMS) Framework suite of documentation. It defines BP's operating principles and a set of Group Essentials for each of the sub elements of operating. The Group Essentials are Group OMS requirements that have to be delivered at each applicable BP entity to meet the intent of the operating principles.

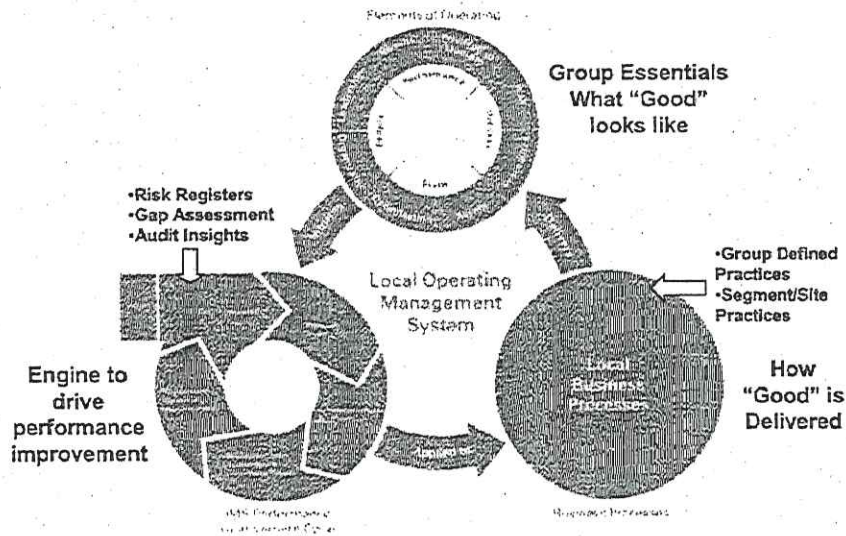
It is necessary to read this OMS Part 2 document in conjunction with the other parts of the OMS documentation to fully understand what is required to successfully implement and maintain OMS at an entity.

In the event of a conflict between OMS and applicable legal and regulatory requirements, the applicable legal and regulatory requirements shall be followed. If this OMS creates a higher obligation, it shall be followed as long as full compliance with the applicable legal and regulatory requirements is achieved.

2 Where do the Elements of Operating and Group Essentials fit?

The OMS framework is a structured set of processes and requirements that, when fully implemented, help to make BP operations safe, responsible and reliable, and to continuously improve performance. It is a control process that is relevant to all projects, facilities, sites and operations. (Part 4 explains how OMS applies, for example in the context of joint venture and contractor arrangements.)

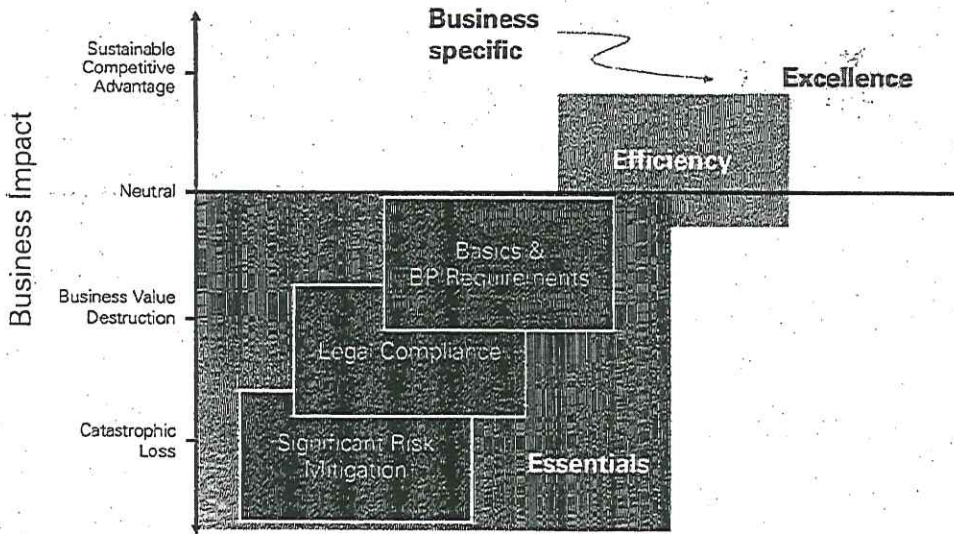
The OMS Framework operates by applying performance improvement to local business processes to deliver the outcomes defined in the Group Essentials which are categorized against the Elements of Operating. In turn, assessments against the Group Essentials inform the risk assessment and prioritization step of the Performance Improvement Cycle.



Creating sustainable competitive advantage through operating excellence is a journey that will require improvements to all aspects of the Elements of Operating – i.e. improvements in plant, process, people and performance.

The Group Essentials, which cover risk mitigation, legal and regulatory compliance, conformance with BP Requirements, and rigorous application of basic operating knowledge, help BP entities deliver safe, responsible and reliable operating. They also create a platform for sustainable improvement, allowing us to capture additional value through efficiency.

Ultimately this will deliver sustainable excellence in operating.



3 Elements of Operating, Group Essentials, and Group Defined and Recommended Practices:

Elements: Put simply, the Elements of Operating describe eight dimensions of how plant, process, people and performance operate within BP. The eight Elements are Leadership, Organization, Risk, Procedures, Assets, Optimization, Privilege to Operate and Results. Figure 1 demonstrates how these flow from the Plant, Process, People and Performance categorization, and are dependent on each other for delivering risk reduction and performance improvement.

Sub-elements: The 48 sub-elements (shown in Figure 2) of the Elements of Operating provide a more detailed list of operating activities, which are dependent on each other and need to be selectively and systematically managed using OMS. Each sub-element contains a principle and list of Group Essential requirements.

Principles: High level statements summarizing the intent of each Element and Sub-Element of Operating. These Principles are used by members of the operations community to guide judgments and support decision making, especially in the absence of any specific group or segment requirement.

Group Essentials (GE): These are a consolidated list of Group OMS requirements categorized against the sub-elements. Segments may choose to add specific segment requirements for application within their own business. Local business processes are compared to the GE's and a plan is put in place to close any identified gaps. Terms in bold italics in a Group Essential statement are defined in the OMS Glossary located in the OMS Library.

Group Defined Practices (GDP): In general OMS does not mandate the use of specific business processes to deliver the Group Essentials. However, in a limited number of cases, selected on the basis of effective risk management, BP has determined that specific Group Defined Practices (GDPs) will detail requirements that shall be followed by all entities that use OMS. These GDPs are listed on the OMS intranet site and referenced against the most relevant Sub Elements in this document. It is important that the GDP requirements are given the same attention as the Group Essential requirements. On the date this OMS Part 2 document was last revised the Group Defined Practices were:

- Inherently safer design (GP 48-04)
- HSSE review of projects (GP 48-01)
- Hazard and Operability Study (GP 48-02)
- Layer of Protection Analysis (GP 48-03)
- Major Accident Risk process (GP 48-50)
- Pipeline Integrity Management Systems (GP 43-49)
- Inspection and Testing of Equipment in Service (GP 32-30)
- Reporting of HSSE and Operational Incidents (GDP 4.4-0001 formerly GDP 44-00-01)
- Assessment, Prioritization and Management of Risk (Draft Implementation Practice GDP 3.1-0001 formerly GDP 31-00-01)
- Incident Investigation (Draft Implementation Practice GDP 4.4-0002 formerly GDP 44-00-02)
- Integrity Management (5.0-0001)
- Control of work (GDP 4.5-0001)
- Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)

Group Defined Practice (GP 01-01) Group Defined Engineering Technical Practices contains Group requirements for the application of the engineering GDPs.

Group Recommended Practices (GRP): These are the suite of Engineering Technical and Operating (including Marine, HSSE and Project) Practices which provide Group recommendations as to how the Group Essentials should be delivered. These recommended practices are not Group requirements but they do form a set of high quality, tried and tested recommended business processes that entities are encouraged to use to deliver the Essentials. The Integrity Management GDP (GDP 5.0-0001) contains Group requirements for determining the application of Engineering Technical Practices (ETPs) at entities. The GRPs are referenced against the most relevant Sub Elements in this document. The Operating practices are listed on the OMS intranet website under the OMS Library, and the ETPs are accessed via the [ETP Library](#).

Requirements not controlled by S&O function: There are BP Group requirements defined by other functions which are applicable to operating entities. To aid understanding this Version 2 of the Elements of Operating including the Group Essentials contains references to several of these requirements referenced against the most relevant Sub Elements. However, it is important to recognise this Version 2 does not include an exhaustive list of these other BP Group requirements.

Figure 1. The Elements of Operating:

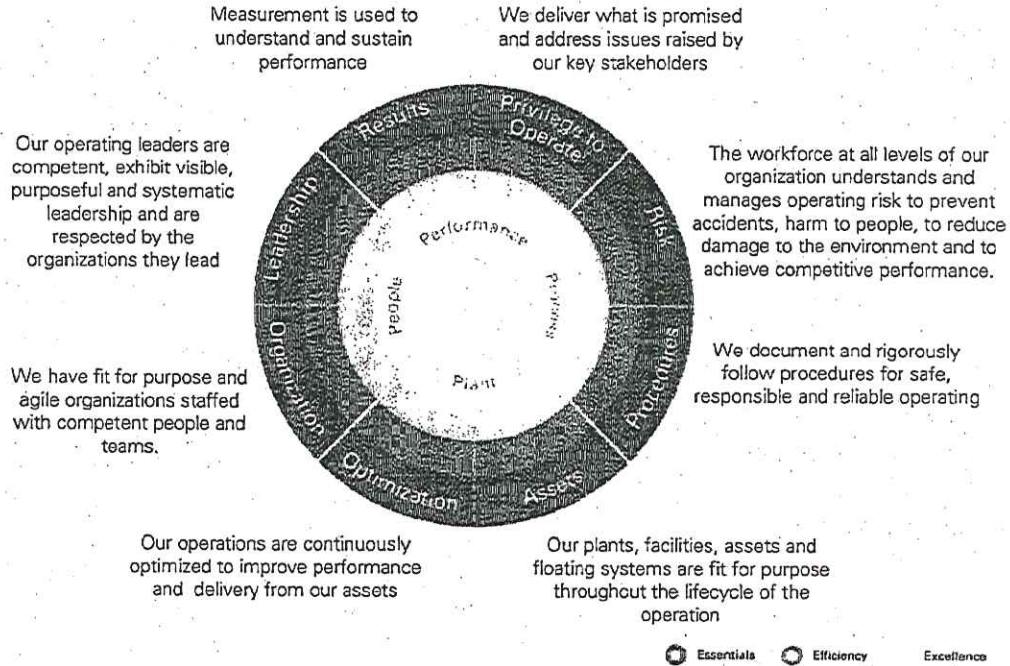
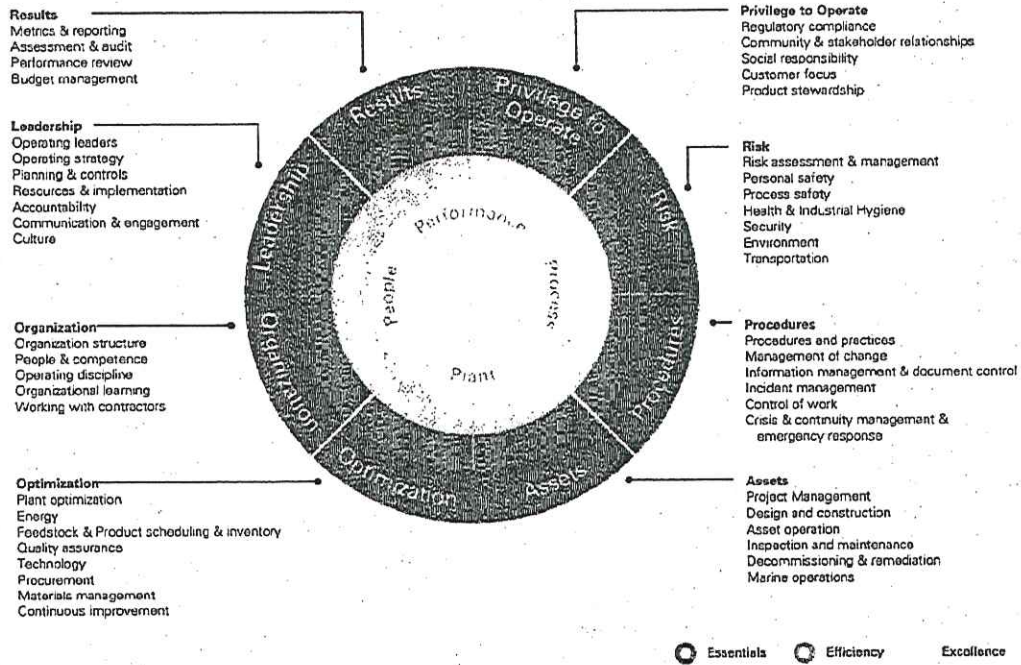


Figure 2. Sub-elements of operating



Element 1 Leadership

Principle: Our operating leaders are competent, exhibit visible, purposeful and systematic leadership and are respected by the organizations they lead.

1.1 Operating leaders

Principle: BP Operating leaders provide clear direction to the people in their organization and then act in accordance with it.

Group Essentials – Operating Leaders at each BP entity shall:

- 1.1.1 Define and then annually review and communicate to the *workforce* an *entity* vision that includes details of how the application of OMS will enable continuous *risk* reduction and performance improvement and *safe, responsible and reliable operating*.
- 1.1.2 Demonstrate management commitment to compliance with *legal and regulatory requirements*, to the application of OMS and to conformance with *BP Requirements*.
- 1.1.3 Model behaviours by personal example that reinforce continuous *risk* reduction and performance improvement.
- 1.1.4 Seek feedback on their leadership behaviour, and reflect it in their personal development.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:
BP Leadership Framework

[Back to contents](#)

1.2 Operating strategy

Principle: BP leaders integrate operating activities into business strategies and objectives to deliver continuous risk reduction and performance improvement.

Group Essentials – Each BP entity shall:

- 1.2.1 Incorporate a strategy for continuous *risk* reduction and *operating* performance improvement into the *entity business strategy*.
- 1.2.2 Maintain and communicate to the *workforce* a local *operating* policy consistent with the *entity* vision and OMS, and that includes the *BP Commitment to Health, Safety, Security and Environmental Performance*.
- 1.2.3 Develop and annually review a statement of intent aligned to the *entity* vision and operating policy, explaining the objectives and scope of the local OMS.
- 1.2.4 Monitor the external environment and update the strategy for continuous *risk* reduction and performance improvement in response to changing business needs.

[Back to contents](#)

1.3 Planning and controls

Principle: BP leaders formulate annual plans aligned to the local operating policy to address risks, performance delivery and performance improvement opportunities, and establish controls to deliver intended outcomes.

Group Essentials – Each BP entity shall:

- 1.3.1 Identify and document *risks* and opportunities to be addressed in a prioritized way through the local OMS and include them in the annual planning process.
- 1.3.2 Incorporate objectives, targets, actions and accountabilities into the *annual plan* to manage *operating risk*, to deliver the requirements of OMS, and to close gaps against the Group Essentials.
- 1.3.3 Establish control mechanisms to address *risks* to the delivery of the *annual plan* and assess performance against the plan.

[Back to contents](#)

1.4 Resource and implementation

Principle: BP leaders provide sufficient resources to manage risks and deliver performance improvement, and apply control mechanisms to identify and correct deviations from the annual plan.

Group Essentials – Each BP entity shall:

- 1.4.1 Communicate the relevant parts of the *annual plan* and targets to the *workforce* and other identified stakeholders, and translate and include them in annual team and personal objectives.
- 1.4.2 Identify the resources needed to *implement* the *annual plan*. If resource constraints are identified modify the *annual plan* consistent with the need to maintain *safe, responsible and reliable operating*.
- 1.4.3 *Implement* the *annual plan* mobilising identified resources.
- 1.4.4 Apply control mechanisms to identify shortfalls against the *annual plan*, and put in place corrective actions.

[Back to contents](#)

1.5 Accountability

Principle: BP operating leaders create and support clear delegation and accountability consistent with BP Requirements.

Group Essentials – Each BP entity shall:

- 1.5.1 Appoint *Engineering and Marine Authorities*.
- 1.5.2 Work with their Segment and/or SPU *Engineering, Marine and Operating Authorities* to support the delivery of *safe, responsible and reliable operating activities*.
- 1.5.3 Assign accountabilities and delegations to deliver *BP Requirements*.
- 1.5.4 Provide BP *employees* with clearly defined and documented accountabilities. Set performance standards, goals and objectives which are aligned with their performance contracts and reward mechanisms.

The following Group Defined Practice details required business processes relevant to parts of this sub element:
Integrity Management (GDP 5.0-0001)

[Back to contents](#)

1.6 Communication and engagement

Principle: BP leaders, through their actions and behaviours, create an environment in which the workforce are informed, involved and enabled to do their jobs.

Group Essentials – Each BP entity shall:

- 1.6.1 Communicate business context and plans for *risk* reduction and performance improvement to the *workforce*.
- 1.6.2 Communicate to BP *employees* the process that enables them to report, in confidence, *operating* concerns and concerns relating to legal compliance or conformance with *BP Requirements*.
- 1.6.3 Apply reward and disciplinary programmes to reinforce and reward behaviours consistent with *legal and regulatory requirements* and *BP Requirements*.
- 1.6.4 Not tolerate retaliatory action against any member of the *workforce* for reporting in good faith, to line management or in confidence via any available BP process, *operating* concerns or concerns relating to legal compliance or conformance to *BP Requirements*.
- 1.6.5 *Implement* and maintain a process to consult with the *workforce* to identify continuous *risk* reduction and performance improvement opportunities.
- 1.6.6 Develop a *Local Operating Management System Handbook* and communicate the contents to the *workforce*.
- 1.6.7 Require leaders to seek feedback at defined intervals on their communication and engagement activities and modify them as needed.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:
Code of Conduct (Open Talk).

[Back to contents](#)

1.7 Culture

Principle: BP leaders take action to develop and maintain a culture and behaviours that enable safe, responsible and reliable operating.

Group Essentials – Leaders at all levels of the BP entity shall:

- 1.7.1 Define and communicate the desired *operating* culture and behaviours to the *workforce*; address behaviours that are inconsistent with the desired culture, and encourage and recognize behaviours that support it.
- 1.7.2 Assess the *operating* culture and behaviours at defined intervals and develop improvement plans as needed.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

MyHR Control Processes
My HR People Assurance Survey

[Back to contents](#)

Element 2 Organization

Principle: We have fit for purpose and agile organizations staffed with competent people and teams.

2.1 Organization structure

Principle: BP entities establish organizations that allow them to deliver their planned business objectives effectively and efficiently through the deployment of competent people and adequate resources.

Group Essentials – Each BP entity shall:

- 2.1.1 Document and *implement* an organization structure aligned to manage entity business and *operating* processes.
- 2.1.2 Establish clear line reporting relationships ensuring leaders have a manageable span of control, and BP *employees* have a clear understanding of their roles, accountabilities and objectives.
- 2.1.3 Allow functional experts access to *entity* leaders and independent access to their functional leadership to discuss *operating risk* concerns.
- 2.1.4 Identify activities to be carried out by *contractors* and other parties and provide BP resources to manage the interfaces.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Working with contractors (GRP 2.5-0001)

[Back to contents](#)

2.2 People and competence

Principle: BP entities deploy and maintain competent employees with appropriate qualifications, skills and knowledge for roles that impact integrity and operating performance and to meet current and future business needs.

Group Essentials – Each BP entity shall:

- 2.2.1 **Implement** and maintain a people resourcing strategy to meet the current and anticipated needs of the business and which assigns accountabilities for recruitment, selection and retention of personnel.
- 2.2.2 Define required competencies and training for roles to be filled by BP **employees**, including any legally required training.
- 2.2.3 Assess BP **employees** on entry into **safety and production critical** roles, and at defined intervals thereafter, against the required competencies for their role, record assessments, identify any gaps, and take identified training and development action to close them.
- 2.2.4 Perform induction training covering HSSE and emergency procedures for new or transferred BP **employees, contractor employees** and visitors.
- 2.2.5 Maintain training materials and records, evaluate training effectiveness at defined intervals, and **implement** identified improvements as needed.
- 2.2.6 **Implement** and maintain performance management and career development processes to monitor and improve individual performance and enhance contribution.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Competency Assurance (GRP 2.2-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

myHR Control Processes

[Back to contents](#)

2.3 Operating discipline

Principle: BP entity leaders hold the workforce accountable for performing their work in accordance with operating procedures and practices.

Group Essentials – Each BP entity shall:

- 2.3.1 Require members of the *workforce* to stop work that they consider unsafe or likely to cause loss of containment causing damage to the environment.
- 2.3.2 Define and communicate to the *workforce* the consequences of non-compliance with *legal and regulatory requirements, BP Requirements* and local operating procedures and practices.
- 2.3.3 Monitor *workforce* understanding and observance of *legal and regulatory requirements, BP Requirements* and local operating procedures and practices. Apply defined consequences for non compliance.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating Procedures (GRP 4.1-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Who must follow this code)

Code of Conduct (Working with Suppliers)

[Back to contents](#)

2.4 Organizational learning

Principle: BP entities continuously improve their local OMS, both sharing and incorporating learnings from within and outside the entity or BP Group.

Group Essentials – Each BP entity shall:

- 2.4.1 Share *high value learnings* and other lessons learned from incident or other local operating investigations and good operating practices with other members of BP Group.
- 2.4.2 Benchmark good operating practices from across the BP Group and/or external sources to identify opportunities for *risk* reduction and *operating* performance improvement.
- 2.4.3 Prioritize and incorporate into the local OMS specific improvement opportunities identified through self assessments, audits, annual management reviews, project reviews, internal and external incident investigations, *high value learnings* and benchmarked good practice.

The following Group Recommended Practice details recommended business processes relevant to this sub element:
HSE and Operating Learning (GRP 2.4-0001)

[Back to contents](#)

2.5 Working with contractors

Principle: BP entities systematically assure that goods, equipment and services provided by suppliers, contractors and other parties meet contractual and BP Requirements.

Each BP entity shall:

- 2.5.1 Designate BP *employee* and *contractor employee* roles which have accountability for the management of contracts, the safety of the *contractor employees* and the safety of their work activity.
- 2.5.2 *Implement* a process to screen and select *contractors* based on a combination of their capability, *contractor employee* competency, financial viability and HSSE performance, taking into account the technical, commercial and HSSE *risks* of the specific work.
- 2.5.3 Define contractually and inform *contractors* of the *entity's* HSSE requirements for the services and equipment to be provided, the scope of work of the contract and identified boundary conditions.
- 2.5.4 Contractually require *contractors* to communicate the *entity's* HSSE requirements to their *employees* and subcontractors and demonstrate that they follow them.
- 2.5.5 Contractually require *contractors* to confirm at defined intervals that their *employees* are competent and their equipment is *fit for service*, and their work is carried out in compliance with *entity* requirements.
- 2.5.6 Evaluate *contractor* performance at defined intervals to provide feedback, lessons learned and a basis for improving future *contractor* selection and performance.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Working with contractors (GRP 2.5-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Working with Suppliers)
Digital Security Standard

[Back to contents](#)

Element 3 Risk

Principle: The workforce at all levels of our organization understands and manages operating risk to prevent accidents and harm to people, to reduce damage to the environment and to achieve competitive performance.

3.1 Risk assessment and management

Principle: BP entities assess, prioritize and manage operating risks consistent with BP Requirements.

Each BP entity shall:

- 3.1.1 Develop and then update at least annually an *entity level risk register* which considers hazards and *risks* relating to operating performance. The *risk register* shall include the assessed impact and probability for each identified *entity level risk* and identify plant, process, people and performance *risk reduction measures* that are in place to manage those *risks*.
- 3.1.2 At least annually communicate the importance of the *risk reduction measures* put in place to manage the identified *entity level risks*, and the reasons for them, to those members of the *workforce* who apply them and to those members of the *workforce* who may be affected by the identified *entity level risks*.
- 3.1.3 At least annually update a gap assessment of the *entity's* operating activities against the Group Essentials, GDPs and segment, SPU and *entity* requirements. The gap assessment against the Group Essentials requires a full assessment with a facilitator who is external to the *entity* when first transitioning to OMS and thereafter every 3 years.
- 3.1.4 Use the gap assessment results to identify and prioritize opportunities for *risk* reduction and performance improvement that can be delivered through improvements to both the specification and application of the plant, process, people and performance *risk reduction measures* that constitute the local CMS.
- 3.1.5 Identify and apply tools to assess *operating risks* commensurate with the particular types of *risk* presented
- 3.1.6 Document *risk* assessments and *risk* management control measures and include them in project approval documentation.

The following Group Defined Practices detail required business processes relevant to this sub element:

Assessment, Prioritization and Management of Risk (Draft Implementation Practice GDP 3.1-0001)
Control of Work (GDP 4.5-0001)

The following Group Recommended Practices detail recommended business processes relevant to this sub element:

Selection of Hazard Evaluation and Risk Assessment Techniques.
(GRP 3.1-0001)

[Back to contents](#)

3.2 Personal safety

Principle: BP entities provide a safe working environment by systematically identifying and assessing safety hazards and mitigating the potential risks to people.

Each BP entity shall:

- 3.2.1 Systematically identify personal safety hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Personal safety hazards include but are not limited to breaking containment, working at heights, confined space entry, energy isolation, ground disturbance, power tools, electrocution, cranes and other lifting devices.
- 3.2.2 *Implement* and maintain a *behaviour-based safety* process to continually improve *operating* behaviours through observation, recording and coaching.

The following Group Defined Practice details required business processes relevant to this sub element:

Control of Work (GDP 4.5-0001)

[Back to contents](#)

3.3 Process Safety

Principle: BP entities manage the integrity of hazardous operating systems and processes by applying good design principles, engineering and operating practices which prevent and control incidents that have the potential to release hazardous materials or energy. Such incidents can cause toxic effects, fire or explosion and could ultimately result in serious injuries, environmental impact, property damage and lost production.

Group Essentials – Each BP entity shall:

- 3.3.1 Systematically identify process safety hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Process safety hazards include but are not limited to sources of ignition, explosions, fires, and uncontrolled releases of hydrocarbons, toxic chemicals, high or low temperature materials and stored energy.
- 3.3.2 Identify whether there is a potential for a *major accident*, and if so, complete an assessment of the *major accident risks*; use identified major accident *risks* as input to the *entity level risk register*.
- 3.3.3 Define, based on *entity risks*, the level of process safety and operating integrity expertise needed to design, construct and operate safely. Provide BP *employees* with access to this expertise through available internal or external resources.

The following Group Defined Practice details required business processes relevant to this sub element:

Group Defined Engineering Technical Practices (GP 01-01)
Integrity Management (GDP 5.0-0001)
Major Accident Risk Process (GP 48-50)
Hazard and Operability Study (GP 48-02)
HSSE Review of Projects (GP 48-01)
Inherently safer design (GP 48-04)
Layer of Protection Analysis (GP 48-03)
Assessment, Prioritization and Management of Risk (Draft implementation Practice GDP 3.1-0001).

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Selection of Hazard Evaluation and Risk Assessment Techniques (GRP 3.1-0001)

[Back to contents](#)

3.4 Health and Industrial Hygiene

Principle: BP entities manage their business to prevent harm to the health of employees, contractors, visitors and local communities.

Group Essentials – Each BP entity shall:

- 3.4.1 Systematically identify hazards including *human factors* in the work environment that could harm health. These include chemical, physical, biological, ergonomic hazards and *psychosocial factors*.
- 3.4.2 Assess exposures and *risks* from identified health hazards, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage them. Use this as an input to the *entity risk register*.
- 3.4.3 *Implement* and maintain exposure assessment programmes to monitor the effectiveness of *risk reduction measures* to eliminate or manage exposures to identified health hazards.
- 3.4.4 Define *fitness for task* requirements for identified tasks where fitness is needed for the safety and health of the individual or to deliver *safety and production critical operating* activity. Assess BP *employees* against the *fitness for task* requirements for their role, record assessments, identify any gaps, and take action to close them.
- 3.4.5 *Implement* and maintain *risk* based programmes to promote and monitor that individual performance of members of the *workforce* is not impaired by *drugs and alcohol*.
- 3.4.6 *Implement* and maintain *health surveillance* programmes to monitor the health of BP *employees* who may be exposed to known work place health *risks*.
- 3.4.7 Develop expertise in conjunction with Group Health that provides ready access to BP *employees* to health and industrial hygiene advice and support required to effectively manage *risk* and promote health and wellness.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Asbestos (GRP 3.4-0002)
Fatigue (GRP 3.4-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Health, Safety and Security)

[Back to contents](#)

3.5 Security

Principle: BP entities put processes in place to maintain the security of the workforce, premises, facilities, equipment and information.

Group Essentials – Each BP entity shall:

- 3.5.1 Systematically identify security hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Security hazards include but are not limited to criminal conduct, intimidation, violence, sabotage, unauthorised access or damage to BP property, and unauthorized access to, alteration, use or disclosure of information.
- 3.5.2 Develop, *implement* and update at least annually a security management plan based on the results of the hazard evaluation and *risk* assessment.
- 3.5.3 Develop internal security expertise in conjunction with Group Security and designate individuals as subject matter experts and security advisors to *entity* management.
- 3.5.4 *Implement* and maintain processes for the *workforce* to securely handle valuable and sensitive information in all forms, including *Confidential and Secret* information.
- 3.5.5 Design and operate IT and digital process control systems to manage *risk* to system and information integrity, availability and confidentiality.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Security (GRP 3.5-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element :

Security of Information Standard
Digital Security Standard
Code of Conduct (Privacy and Employee Confidentiality)
Code of Conduct (Digital Systems and Security)
Code of Conduct (Insider Trading)

[Back to contents](#)

3.6 Environment

Principle: BP entities identify and systematically manage the impact of their activities on the environment and integrate environmental requirements into the local Operating Management System.

Group Essentials – Each BP entity shall:

- 3.6.1 Systematically identify environmental hazards, assess *risks* and opportunities to minimise environmental impact, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risks* and use as an input to the *entity risk register*. Environmental *risks* include but are not limited to emissions to air, discharges to water and land and the handling and disposal of waste.
- 3.6.2 Identify the potential environmental, health and social impacts of projects, designing them to avoid or mitigate adverse impacts and reduce use of natural resources.
- 3.6.3 At *Major operating sites*, maintain external ISO14001 certification and produce an externally verified environmental statement at least every three years.

The following Group Defined Practice details required business processes relevant to this sub element:
Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)

[Back to contents](#)

3.7 Transportation

Principle: BP entities evaluate and manage transportation risks covering land, sea and air travel to prevent injury to people.

Group Essentials – Each BP entity shall:

- 3.7.1 Systematically identify transportation hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Transportation hazards include but are not limited to road vehicle, bicycles, rail, ship, fixed-wing aircraft and helicopter travel.
- 3.7.2 Require that all vehicles operated by members of the *workforce* while on BP business are operated and maintained to a defined standard, have fully functional seat belts installed, and that the seat belts are worn by all occupants at all times whenever the vehicle is in motion.
- 3.7.3 Require that members of the *workforce* while operating a vehicle on BP business do not use mobile phones or other two-way communication devices.
- 3.7.4 Require that motorcycles are not used on BP business unless a documented *risk* assessment is completed to support the advantages of their use rather than automobiles.
- 3.7.5 Require that in *higher risk countries* journey *risk* management plans must be in place.
- 3.7.6 Require that members of the *workforce* driving on BP business be appropriately assessed, licensed, trained and fit to operate the vehicle, be rested and alert, and do not operate any vehicle when *fatigued*.
- 3.7.7 Verify that all aircraft contracted or chartered to move the *workforce* for BP purposes, are operated and maintained to a defined standard, and that their use is in accordance with *BP Requirements*.
- 3.7.8 *Implement* and maintain a process to deliver safe, secure, timely and cost-effective BP *employee* business travel.

The following Group Defined Practice details required business processes relevant to this sub element:

Major Accident Risk Process (GP 48-50)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Driving Safety (GRP 3.7-0002)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Company and Charter Aircraft Authorization Policy
Administrative Instruction (Travel Policy)

[Back to contents](#)

Element 4 Procedures

Principle: We document and rigorously follow procedures for safe, responsible and reliable operating.

4.1 Procedures and Practices

Principle: BP entities document, maintain and follow practices and procedures for the safety of their workforce and the safe, responsible and reliable operation of their assets, facilities, floating structures and transport equipment.

Group Essentials – Each BP entity shall:

- 4.1.1 Develop, **implement** and maintain local OMS procedures and practices for human resources, HSSE, engineering, operations, maintenance, inspection and projects. Require that operations procedures cover normal **operating** conditions as well as start up, shut down, upset and emergency conditions.
- 4.1.2 Define which procedures and practices are applicable to identified BP **employees or contractors**, and make these procedures and practices available to them. Require **contractors** to follow these procedures or practices unless they have their own comparable procedures and practices.
- 4.1.3 Monitor that **entity** procedures and practices are up to date, understood and consistently followed and take corrective action when gaps are identified.
- 4.1.4 Review and update **entity** procedures and practices at defined intervals confirming that they are sufficient to control the related **risks**.
- 4.1.5 After each update communicate any changes or additions to **entity** procedures and practices to the affected BP **employees and contractors**.

The following Group Defined Practice details required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)
Group Defined Engineering Technical Practices (GP 01-01)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating procedures (GRP 4.1-0001)

[Back to contents](#)

4.2 Management of change

Principle: BP entities employ a formal, systematic process to document, evaluate, approve and communicate temporary and permanent changes that could impact safe, responsible and reliable operating activity.

Group Essentials – Each BP entity shall:

- 4.2.1 **Implement** and maintain a Management of Change (MOC) process for temporary and permanent changes.
- 4.2.2 Monitor **legal and regulatory requirements** and **BP Requirements** so as to be aware of changes in these that might necessitate changes to the **entity operating** activity.
- 4.2.3 Specify criteria for determining which proposed changes to **entity operating** activity require application of the MOC process, paying particular attention to those affecting plant, material, equipment, technology, process, products, services, procedures, practices, people and organization.
- 4.2.4 Include in the MOC process: **risk** assessment, identification and application of **risk reduction measures**; the required level of management approval; application of a review prior to implementing the change to verify that identified **risk reduction measures** are in place and identified training completed; and updating of relevant documents.
- 4.2.5 Communicate the details of the proposed change to affected members of the **workforce**.
- 4.2.6 Track MOC actions to closure.
- 4.2.7 Verify the original scope and duration of temporary changes are not exceeded without review and approval.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Management of Change (GRP 4.2-0001)

[Back to contents](#)

4.3 Information management and document control

Principle: BP entities develop, review and maintain secure and readily available the necessary and appropriate information, documents and records.

Group Essentials – Each BP entity shall:

- 4.3.1 Define and *implement* an information management and document control process to control the approval, publication, transmission, storage, change, retention and disposal of *controlled documents*.
- 4.3.2 Specify the types of information, documents and records that are to be *controlled documents* and maintain formal registers of these *controlled documents*.
- 4.3.3 Provide ready and secure access to *controlled documents*, removing obsolete information and documentation from circulation.
- 4.3.4 Maintain and retain BP *employee* health and medical records as *medical confidential* and occupational exposure records as *confidential*.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

- Code of Conduct (Privacy and employee confidentiality)
- Code of Conduct (Trade Restrictions, export controls and boycott laws)
- Code of Conduct (Working with Suppliers)
- Code of Conduct (Dealing with Governments)
- Code of Conduct (Accurate and complete data, records, reporting and accounting)
- Code of Conduct (Protecting BP's assets)
- Code of Conduct (Intellectual property and copyright of others)
- Code of Conduct (Digital systems use and security)
- Global Document (including e-Document) Management Policy
- Global E-mail Policy
- Privacy and Data Protection Policy
- Business Continuity Planning Standard
- Security of Information Standard

[Back to contents](#)

4.4 Incident management

Principle: BP entities report and investigate incidents; determine immediate and system causes and implement appropriate corrective actions; and share the learnings to reduce the likelihood of recurrence and improve operating performance.

Group Essentials – Each BP entity shall:

- 4.4.1 Develop and maintain an incident response capability.
- 4.4.2 Report and investigate incidents to establish immediate and system causes. Identify action plans to address identified causes with due dates for completion and track to completion.
- 4.4.3 Analyse collective results of incident investigations at defined intervals to identify trends in immediate and system causes. Develop action plans to address identified trends with due dates for completion and track to completion.

The following Group Defined Practices detail required business processes relevant to this sub element:

Reporting of HSSE and Operational Incidents (GDP 4.4-0001)
Incident Investigation (Draft Implementation Practice GDP 4.4-0002)

[Back to contents](#)

4.5 Control of work

Principle: BP entities employ a formal Control of Work process to provide a work environment that will allow tasks to be completed safely and without unplanned loss of containment causing environmental damage.

Group Essentials – Each BP entity shall:

4.5.1 *Implement* and maintain a process to plan work, identify hazards, assess *risk* and put in place *risk reduction measures* to allow work tasks to be completed safely and without unplanned loss of containment causing environmental damage.

The following Group Defined Practice details required business processes relevant to this sub element:

Control of Work (GDP 4.5-0001)

[Back to contents](#)

4.6 Crisis and continuity management and emergency response

Principle: BP entities prepare for and respond promptly to crisis and emergency events threatening harm to BP employees and contractors, company assets, and neighbouring communities and interruption in business operations.

Group Essentials – Each BP entity shall:

- 4.6.1 Identify crisis and continuity management scenarios utilising the *entity risk register*, the output of the *entity's Major Accident Risk assessment* and other information.
- 4.6.2 **Implement** and maintain crisis and continuity management plans to manage the scenarios identified. These will include procedures from initiation to response and recovery. At site level these plans shall include arrangements for evacuation and, where needed, for initial shelter-in-place.
- 4.6.3 Validate the plans through exercising them at defined intervals. Review the plans at least annually to reflect changes in hazards, *risks*, organisation or contact details, and **implement** identified improvements.
- 4.6.4 Provide access to trained personnel, resources, medical emergency and other facilities needed to **implement** and execute the crisis and continuity management plans.
- 4.6.5 **Implement**, maintain and exercise a documented process for accounting for personnel during and after an emergency evacuation.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Crisis and Continuity Management (GRP 4.6-0001)

[Back to contents](#)

Element 5 Assets

Principle: Our plants, facilities, assets and floating systems are fit for purpose throughout the lifecycle of the operation.

5.1 Project management

Principle: BP entities manage projects for design and construction of new or modified plant, facilities, assets and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Group Essentials – Each BP entity shall:

- 5.1.1 **Implement** and maintain a documented system for managing projects which provides for five stages of project development (Appraise, Select, Define, Execute and Operate) with approval at each stage-gate by an identified gatekeeper.
- 5.1.2 Identify *legal and regulatory* and *BP Requirements* applicable to the design, procurement, construction, commissioning, start-up and handover of the project facilities.
- 5.1.3 Document the project objectives in a statement of requirements and have them agreed by the identified gatekeeper.
- 5.1.4 Develop and **implement** a documented project execution plan which covers concept selection through to handover.
- 5.1.5 **Implement** and maintain a comprehensive Quality Assurance/Quality Control process for project design, procurement, construction, commissioning, start up and handover.
- 5.1.6 Integrate operations, maintenance, HSSE and, where applicable, marine expertise during concept selection, definition of engineering scope, design, construction, commissioning and handover of facilities.
- 5.1.7 Identify and assess the *risks* associated with the project interfaces to existing operations and **implement** plans to manage the identified *risks*.
- 5.1.8 Conduct documented HSSE reviews, pre-start up safety reviews and operational readiness reviews for projects, including projects on existing facilities, and close out agreed actions.
- 5.1.9 Conduct documented post-project reviews to identify lessons for future projects.

The following Group Defined Practice details required business processes relevant to this sub element:

HSSE Review of Projects GP (48-01)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Group Investment Assurance and Approvals Process

[Back to contents](#)

5.2 Design and construction

Principle: BP entities design, construct, modify plant, assets, facilities and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Group Essentials – Each BP entity shall:

- 5.2.1 Establish the basis of design following *BP Requirements* and considering new technology, business requirements, performance improvement, normal and abnormal *operating* conditions, start-up, shut down, ramp-up, turndown and decommissioning.
- 5.2.2 Design plant, assets, facilities and *floating structures* (including engineered systems, *marine systems*, structures and protective systems) in accordance with inherently safer design principles and *BP Requirements*.
- 5.2.3 Procure and construct plant, assets, facilities and *floating structures* in accordance with the design.
- 5.2.4 Develop and maintain a Marine Assurance Plan, to encompass the specification, design, construction and commissioning of the marine structure and systems of all floating production and storage units, in conjunction with BP Shipping and the Segment *Marine Authority*.
- 5.2.5 Delegate the supervision of the specification, design, construction and commissioning of all *Marine Vessels* to BP Shipping.
- 5.2.6 Manage and control deviations from design standards, entity practices and procedures through a deviation process. Manage subsequent changes through the MOC process.
- 5.2.7 Identify *safety and production critical* equipment and systems. Define and set *safe operating envelopes*, alarm parameters and required levels of inspection and maintenance.
- 5.2.8 Develop and *implement* a commissioning, start-up, handover and operating plan including a post start up review to confirm that construction is in accordance with design, all required verification testing is complete and all deviation and MOC actions are complete.

The following Group Defined Practices detail required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Inherently Safer Design (GP 48-04)

Hazard and Operability Study (GP 48-02)

Layer of Protection Analysis (GP 48-03)

Pipeline Integrity Management Systems (GP 43-49)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Management of Change (GRP 4.2-0001)

ETP Library contains all Engineering Technical Practices.

[Back to contents](#)

5.3 Asset operation

Principle: BP entities operate plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Group Essentials – Each BP entity shall:

- 5.3.1 Operate plant, assets, facilities, floating structures and transport equipment within defined *safe operating envelopes*, in accordance with documented operating procedures and taking due account of manufacturers' recommendations.
- 5.3.2 Monitor, investigate and document excursions outside *safe operating envelopes* and unexpected failures of structures, materials and equipment. Identify and *implement* corrective actions.
- 5.3.3 At defined intervals review *safety and production critical* equipment and upgrade them as necessary to continue to achieve *safe, responsible and reliable operation* and competitive performance.
- 5.3.4 Verify both the adequacy and accuracy of production accounting metering instrumentation at defined intervals.
- 5.3.5 Measure, report and investigate performance shortfall, and develop a prioritised plan to reduce such shortfall and address identified immediate and system causes.

The following Group Defined Practice details required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Incident Investigation (Draft Implementation Practice GP 4.4-0002)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating procedures (GRP 4.1-0001)

[Back to contents](#)

5.4 Inspection and maintenance

Principle: BP entities inspect and maintain plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

Group Essentials – Each BP entity shall:

- 5.4.1 Develop and **implement** an inspection, maintenance and turnaround strategy to manage identified **risks** and deliver availability in line with the **entity business strategy**. Include inspection, maintenance and turnaround actions in the **annual plan**.
- 5.4.2 **Implement** and maintain an inspection programme to determine the condition of **safety and production critical** equipment and systems, and verify and document they are **fit for service**. Verify that deficiencies identified from the inspection programme are investigated and corrected on a timely basis.
- 5.4.3 **Implement** and maintain a maintenance management system to plan, schedule, resource and record the results of inspection and maintenance work.
- 5.4.4 Evaluate inspection programme results and maintenance regimes, and modify the programmes to take account of the **risk** of equipment and system failure.
- 5.4.5 **Implement** and maintain a process to verify that equipment replacement or modification maintains **operating** integrity.
- 5.4.6 Verify equipment that has been out of service is fit-for-service prior to use.

The following Group Defined Practices detail required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)
Inspection and Testing of Equipment in Service (GP 32-30)
Pipeline Integrity Management Systems (GP 43-49)

[Back to contents](#)

5.5 Decommissioning and remediation

Principle: BP entities plan for and manage the decommissioning or abandonment of plant, assets, facilities and floating structures and the remediation of the resulting HSSE impacts and risks.

Group Essentials – Each BP entity shall:

- 5.5.1 Identify and consider decommissioning and remediation needs during project concept selection and design approval, updating them as needed over the lifecycle of the asset.
- 5.5.2 Develop a *risk* based plan prior to decommissioning, long term shutdown, demolition or remediation and *implement* when required.
- 5.5.3 Identify and manage HSSE impacts of decommissioning and remediation on existing operations, neighbours and the local community.

[Back to contents](#)

5.6 Marine operations

Principle: All marine activity in the BP Group is carried out in such a way as to prevent injury to people, damage to the environment and to achieve competitive performance over the lifecycle of the asset.

Group Essentials – Each BP entity shall:

- 5.6.1 Recognise BP Shipping's sole accountability for marine activity related to the transportation of *cargo by bulk*, with particular reference to the execution of the chartering, purchasing, leasing, selling and recycling of cargo carrying *marine vessels* and the provision of manning and technical management, voyage operation (including non customer facing scheduling), and vetting services for all cargo carrying *marine vessels*.
- 5.6.2 Procure, charter, select, contract, operate and maintain *marine vessels* used in exploration, development and production to a defined standard.
- 5.6.3 Conduct the scheduling of customer facing hydrocarbon transportation to a defined standard.
- 5.6.4 Operate and maintain Marine Terminals to a defined standard. *Implement* and maintain procedures that specify the requirements of a ship/shore interface.
- 5.6.5 Require that any *marine vessel* contracted for use by the BP *entity* meets a defined standard, fit for purpose and is vetted and approved by a defined process.
- 5.6.6 Produce an annual marine report on the scale of marine activity within the *entity* identifying associated marine *risks*.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Marine Operations (GRP 5.6-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Shipping Marine Assurance Policy

[Back to contents](#)

Element 6 Optimization

Principle: Our operations are continuously optimized to improve performance and delivery from our assets.

6.1 Plant optimization

Principle: BP entities identify, evaluate and capture opportunities to improve operating unit performance.

Group Essentials – Each BP entity shall:

- 6.1.1 Identify and evaluate *operating* improvements and put prioritised plans in place to *implement* them.
- 6.1.2 Analyze production variances and put prioritised plans in place to reduce them.
- 6.1.3 Monitor the impact of changes to feedstocks and *operating* conditions on maintenance and inspection activities.

[Back to contents](#)

6.3 Feedstock and product scheduling and inventory

Principle: BP entities manage feedstock inventories and schedule operations to meet production requirements that satisfy business and customer needs.

Group Essentials – Each BP entity shall:

- 6.3.1 Develop and *implement* a logistics, inventory and production scheduling process to meet business needs.
- 6.3.2 Review the effectiveness of this scheduling process at defined intervals and *implement* identified improvements.

[Back to contents](#)

6.4 Quality assurance

Principle: BP entities assure the quality of their materials, operating activities, products and services.

Group Essentials – Each BP entity shall:

- 6.4.1 Establish feedstock, intermediates and product specifications based on customer and business needs and operational considerations.
- 6.4.2 *Implement* and maintain quality assurance programmes to assure BP, *contractor* or supplier activities that are material to *operating* performance.
- 6.4.3 Monitor that products sold by BP meet product specifications. Respond to variances, identify immediate and system causes and take corrective action.

[Back to contents](#)

6.5 Technology

Principle: BP entities identify and implement technology to improve operating performance.

Group Essentials – Each BP entity shall:

- 6.5.1 Identify opportunities for application of new or existing technologies consistent with the *business entity strategy*.
- 6.5.2 Evaluate, select and apply preferred technologies.

[Back to contents](#)

6.6 Procurement

Principle: BP entities purchase feedstocks, materials and services to meet specifications, standards, delivery, and operating requirements which address lifecycle cost.

Group Essentials – Each BP entity shall:

- 6.6.1 **implement** and maintain a procurement process for materials and services that defines specifications and standards; establishes a supplier selection process based on criteria that include HSSE considerations; meets delivery requirements; considers life-cycle cost; and provides clear procedures for changes to suppliers, materials and services.
- 6.6.2 Review the effectiveness of the procurement process at defined intervals and **implement** identified improvements.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Working with Suppliers)

Procurement and Supply Chain Management Guiding Principles

[Back to contents](#)

6.7 Materials management

Principle: BP entities manage materials to provide the required quality and availability to deliver operating performance.

Group Essentials – Each BP entity shall:

- 6.7.1 Identify and maintain the material inventories required to deliver *operating* performance.
- 6.7.2 For stored materials, *implement* and maintain a system to identify, inspect and protect them from deterioration, paying particular attention to those that form part of *safety and production critical* equipment.
- 6.7.3 Review materials management performance at defined intervals and *implement* identified improvements.

[Back to contents](#)

6.8 Continuous Improvement

Principle: BP entities develop a culture in the workforce to improve operating performance through defect identification, measurement and elimination.

Each BP entity shall:

- 6.8.1 Engage the *workforce* to build continuous improvement culture and behaviours.
- 6.8.2 Systematically identify *defects* in the plant, process, people and performance elements of the entity's *operating* activity and *implement* improvements utilising continuous improvement methodologies and tools.
- 6.8.3 *Implement* and maintain a process to capture learnings and sustain performance improvements in the local OMS.

[Back to contents](#)

Element 7 Privilege to Operate

Principle: We deliver what is promised and address issues raised by our key stakeholders.

7.1 Regulatory compliance

Principle: BP entities comply with applicable legal and regulatory requirements.

Group Essentials – Each BP entity shall:

- 7.1.1 Identify applicable *legal and regulatory HSSE requirements*, determining how these apply to the *entity's* projects, operations, maintenance, inspection, marine, decommissioning and remediation activities, and products and services.
- 7.1.2 Put a process in place to identify and where necessary *implement* an MOC for changes to applicable *legal and regulatory HSSE requirements*.
- 7.1.3 Identify and document specific compliance tasks to meet applicable *legal and regulatory HSSE requirements*.
- 7.1.4 Establish and *implement* operational controls needed to accomplish the identified compliance tasks to meet applicable *legal and regulatory HSSE requirements*.
- 7.1.5 Assign and document accountabilities for the identified compliance tasks to meet applicable *legal and regulatory HSSE requirements*, and communicate these to the accountable individuals.
- 7.1.6 Verify completion of the identified compliance tasks to meet applicable *legal and regulatory HSSE requirements*, report and investigate instances of non-compliance and take action to prevent recurrence.
- 7.1.7 *implement* and maintain a programme for verifying compliance with other (non HSSE) *legal and regulatory requirements*.
- 7.1.8 Communicate to the *workforce* the existence and importance of these compliance programmes.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

HSSE Compliance Framework (GRP 7.1-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Trade Restrictions, export controls and boycott laws)

Code of Conduct (Dealing with Governments)

Code of Conduct (Protecting BP's assets)

Code of Conduct (Intellectual property and copyright of others)

Code of Conduct (Confidentiality)

Global Document (including e-Document) Management Policy

Privacy and Data Protection Policy

[Back to contents](#)

7.2 Community and stakeholder relationships

Principle: BP entities act to enhance their reputation with key stakeholders as a neighbour, partner, employer and investment of choice, and engage key stakeholders on the issues that affect them.

Each BP entity shall:

- 7.2.1 Identify key communities and stakeholders involved in or affected by its *operating* activities and designate accountabilities for managing the relationships with them.
- 7.2.2 Build relationships with identified key communities and stakeholders through early engagement, listening and responding to their expectations and concerns about its operations, projects and products.
- 7.2.3 Record external commitments made by the *entity* to the identified key communities and stakeholders and take action with respect to these commitments.
- 7.2.4 Establish and *implement* a process to receive communications from key communities and stakeholders; and document responses.
- 7.2.5 Identify and manage the environmental, health and social impacts of changes to *operating* activities on key communities and stakeholders.

The following Group Defined Practice details required business processes relevant to this sub element:

Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Community Engagement)
Code of Conduct (External Communications)

[Back to contents](#)

7.3 Social responsibility

Principle: BP entities deliver responsible operations conforming to BP Requirements and seek to have a positive influence on the communities in which they operate.

Each BP entity shall:

7.3.1 Identify whether there are social responsibility issues associated with their operating activities, and manage the associated impacts.

Other BP Requirements (not S&C function controlled) that are relevant to the delivery of this sub element:
Code of Conduct (Fair treatment and equal opportunity)

[Back to contents](#)

7.4 Customer focus

Principle: BP entities develop and maintain transparent, sustainable BP customer relationships.

Group Essentials – Each BP entity shall:

- 7.4.1 Manage BP customer relationships consistent with the *entity business strategy* and *annual plan*.
- 7.4.2 *Implement* and maintain a process to make relevant members of the *workforce* aware of the importance of maintaining BP customer relationships.
- 7.4.3 *Implement* and maintain a process to receive and respond to BP customer feedback on HSSE, service and quality issues.
- 7.4.4 *Implement* and maintain a process for managing or assuring all BP supervised activities involved in the safe transportation, storage and delivery of products to BP customers.

[Back to contents](#)

7.5 Product stewardship

Principle: BP entities manage products throughout their lifecycle to satisfy legal and regulatory requirements and communicate potential HSSE impacts of products.

Group Essentials – Each BP entity shall:

- 7.5.1 Maintain a register of products, and systematically assess them for HSSE hazards and *risks*, and the *legal and regulatory HSSE requirements* applicable to BP in relation to the products, from development through to end user for anticipated conditions of storage and use; reassess when changes occur.
- 7.5.2 Inform the *workforce*, BP's customers and other identified stakeholders about the relevant identified HSSE hazards and *risks* relating to products through the provision of material safety data sheets, warning labels or other communication media.
- 7.5.3 *Implement* and maintain a process to record, investigate and learn from product related HSSE effects and incidents reported to BP by other parties.
- 7.5.4 *Implement* and maintain a product recall procedure and emergency response procedure for product related HSSE effects and incidents reported to BP by other parties. Exercise the procedures at defined intervals.
- 7.5.5 At defined intervals assess, document, and *implement* opportunities that are consistent with the *entity business strategy*, to replace chemical constituents or products that may present a significant *risk* to health or the environment, with chemical constituents or products that may present a lesser *risk*.

[Back to contents](#)

Element 8 Results

Principle: Measurement is used to understand and sustain performance.

8.1 Metrics and reporting

Principle: BP entities establish metrics to monitor and report delivery of operating targets and to promote continuous improvement.

Group Essentials – BP entities shall:

- 8.1.1 *Use leading and lagging indicators* to monitor progress against the objectives and targets in the *annual plan*.
- 8.1.2 Provide *employee* access to *operating* performance indicator information to support delivery of the *annual plan*.
- 8.1.3 Report *operating* performance data in accordance with *BP Requirements*.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Accurate and complete data, records, reporting and accounting)
Group Internal Control over Financial Reporting Manual (GCM)
FC&A Practices (Group HSSE Reporting)

[Back to contents](#)

8.2 Assessment and audit

Principle: BP entities perform assessments and audits of operating performance and management processes to assure compliance with legal and BP Requirements, and drive risk reduction and performance improvement.

Each BP entity shall:

- 8.2.1 **Implement** and maintain a *risk*-based internal self assessment programme to monitor that *operating* activities are being carried out in accordance with the local OMS, this shall include auditing of procedures and processes to validate they are performing as intended.
- 8.2.2 Plan and prepare for audits by Group S&O as per the S&O audit programme.
- 8.2.3 Identify and **implement** corrective actions with due dates for completion to address the findings of these self assessments and audits, and track to completion.
- 8.2.4 Assess at defined intervals the results from self assessments and audits to identify trends, emerging *risks*, opportunities to improve *risk reduction measures* and identify local OMS improvement opportunities.

[Back to contents](#)

8.3 Performance Review

Principle: BP entities use the results of assessments and audits, as well as inputs from other internal learning activities, to periodically review the continued adequacy and appropriateness of the existing local OMS and drive systematic improvements in performance.

Group Essentials – BP entities shall:

- 8.3.1 Conduct formal documented *Management Reviews* at least annually of the local OMS to determine its effectiveness in delivering continuous *risk* reduction and performance improvement across the Elements of Operating.
- 8.3.2 *Implement* and maintain a process to revise the local OMS with learnings identified at *Management Reviews* and in response to updates to Group, Segment and SPU requirements.
- 8.3.3 Track to completion improvement action items resulting from *Management Reviews*, reporting overdue action items to entity management at defined intervals.

[Back to contents](#)

8.4 Budget management

Principle: BP entities operate safely and profitably, planning and managing financial and human resources consistent with the annual plan, and to deliver operating performance.

Group Essential – BP entities shall:

- 8.4.1 Develop the annual budget to provide resources to deliver the activities in the *annual plan*.
- 8.4.2 Monitor and control costs and record reasons for any variances against the annual budget. Report to the budget approver new or changing *risks* which may cause significant variances.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Accurate and complete data, records, reporting and accounting)

[Back to contents](#)

Appendices: Maps of the requirements of existing Group documents to the Group Essentials and GDPs

Appendix 1 – Integrity Management Standard

Integrity Management Reference		OMS Reference			GDP
		Sub-Element	Group Essentials		
3.1a	IM SPA		<u>OMS Part 1 Responsibility of Entity Leader</u>		
3.1b	Segment and operation engineering authority	1.5	<u>Accountability</u>	1.5.1	GDP 5.0-0001
		2.1	<u>Organization structure</u>	2.1.3	
3.2a	Staff with IM responsibility	1.5	<u>Accountability People and competence</u>	1.5.2,1.5.3,2.2.2, 2.2.3	
		2.2			
		2.5	<u>Working with contractors</u>	2.5.5	
3.3a	IM hazards and risks	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.2, 3.1.5 3.3.1	GDP 3.1-0001
		3.3	<u>Process safety</u>		
3.3b	Major accident risk	3.3	<u>Process safety</u>	3.3.2	GP 48-50 GDP 5.0-0001
3.4a	Facilities fit for service	5.2	<u>Design and construction</u>	5.2.1, 5.2.2, 5.2.6, 5.2.7	GDP 5.0-0001 GP 43-49 GP 48-02 GP 48-03 GP 48-04
		5.3	<u>Asset operation</u>	5.3.1, 5.3.2	GDP 5.0-0001 GDP 4.4-0002
		5.4	<u>Inspection and maintenance</u>	5.4.2, 5.4.4	GDP 5.0-0001 GP 32-30 GP43-49
3.5a	Protective systems	5.2	<u>Design and construction</u>	5.2.1, 5.2.7	GDP 5.0-0001 GP 43-49 GP 48-02 GP 48-03 GP 48-04
		5.4	<u>Inspection and maintenance</u>	5.4.2	GDP 5.0-0001 GP 32-30 GP43-49
3.6a	Current procedures	4.1	<u>Procedures and practices</u>	4.1.3	GDP 5.0-0001 GP 01-01
3.6b	Site technical practices in construction	4.1	<u>Procedures and practices</u>	4.1.1	

Appendix 1 – Integrity Management Standard *Continued ...*

Integrity Management Reference		OMS Reference			GDP
		Sub-Element	Group Essentials		
3.6c	Standard operating procedures	4.1	<u>Procedures and practices</u>	4.1.1	
3.7a	Management of change	4.2	<u>Management of change</u>	4.2.1, 4.2.3, 4.2.5	
3.8a	Crisis and emergency management	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1 – 4.6.5	
3.9a	Investigate IM incidents	4.4	<u>Incident management</u>	4.4.2	GDP 4.4-0001 GDP 4.4-0002
		5.3	<u>Asset operation</u>	5.3.2	
3.10a	IM performance management	5.1	<u>Project management</u>	5.1.8	
		8.1	<u>Metrics and reporting</u>	8.1.1	
		8.2	<u>Assessment and audit</u>	8.2.1, 8.2.2	
		8.3	<u>Performance review</u>	8.3.1, 8.3.3	
4.1	Leading and lagging indicators	8.1	<u>Metrics and reporting</u>	8.1.1	

[Back to contents](#)

Appendix 2 – Control of Work Standard

Control of Work Reference		OMS Reference			GDP
			Sub-Element	Group Essentials	
3.1a	CoW policy and document control	4.2	<u>Management of change</u>	4.2.1 – 4.2.7	GDP 4.5-0001
		4.3	<u>Information management and document control</u>	4.3.1 – 4.3.3	
		4.5	<u>Control of work</u>	4.5.1	
3.2a	Accountabilities	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.2b	CoW roles understood	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.2c	SPA	1.5	<u>Accountability</u>	1.5.3	
3.3a	Roles – competency	2.2	<u>People and competence</u>	2.2.2	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.3b	Training – competency	2.2	<u>People and competence</u>	2.2.3	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.3c	Competency checked	2.2	<u>People and competence</u>	2.2.3	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.3d	Training/competency records maintained	2.2	<u>People and competence</u>	2.2.5	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.4a	Task planning and scheduling	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.4b	Simultaneous operations	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.4c	Work dependence	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5a	Task risk assessment	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5b	Worksite task risk inspection	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5c	Routine task risk assessment	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5d	Equipment fit for service	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5e	Task risk reduction	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.5f	Emergency response	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001

Appendix 2 – Control of Work Standard *Continued ...*

Control of Work Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
3.6a	Permit required for certain work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.6b	Work under a permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.6c	Work site inspected	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7a	Understanding of permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7b	Workers understand permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7c	Operations understand permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7d	Communication of hazards	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8a	Monitoring permitted work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8b	Interrupted work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8c	Hand over	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8d	Change to work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8e	Permits accurate and available	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9a	Work disruption	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9b	Closure of permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9c	System integrity	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.10a	CoW program audited	8.2	<u>Assessment and audit</u>	8.2.1 – 8.2.5	
3.11a	Lessons learned	2.4	<u>Organizational learning</u>	2.4.1	
3.11b	Lessons learned implementation	2.4	<u>Organizational learning</u>	2.4.3	
3.12a	Obligation to stop work	2.3	<u>Operating discipline</u>	2.3.1	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.12b	Investigation of unsafe work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001

[Back to contents](#)

Appendix 3 – Driving Safety Standard

Driving Safety Standard Reference	OMS Reference		
		Sub-Element	Group Essentials
3.1 Vehicle fit for purpose	3.7	<u>Transportation</u>	3.7.2
	5.4	<u>Inspection and maintenance</u>	5.4.2
3.1 Seat belts fitted	3.7	<u>Transportation</u>	3.7.2
3.1 Risk assessment for motor cycle	3.7	<u>Transportation</u>	3.7.4
3.2 Number of passengers	5.3	<u>Asset operation</u>	5.3.1
3.3 Loads secured and within limits	5.3	<u>Asset operation</u>	5.3.1
	2.2	<u>People and competence</u>	2.2.3
3.4 Drivers assessed, licensed, trained and medically fit	3.7	<u>Transportation</u>	3.7.6
	2.2	<u>People and competence</u>	2.2.3
3.5 Drivers rested and alert	2.2	<u>People and competence</u>	2.2.3, 2.2.5
	3.7	<u>Transportation</u>	3.7.6
3.6 Mobile communications	3.7	<u>Transportation</u>	3.7.1, 3.7.3
3.7 Journey risk management	3.7	<u>Transportation</u>	3.7.5
3.8 Seat belts used	3.7	<u>Transportation</u>	3.7.2
3.9 Drugs, alcohol and substances	3.4	<u>Health and industrial hygiene</u>	3.4.5
3.10 Safety helmets	3.7	<u>Transportation</u>	3.7.1, 3.7.4

[Back to contents](#)

Appendix 4 – Group Security Standard

	Security Reference	OMS Reference		
			Sub-Element	Group Essentials
3.1	Annual security risk assessment	3.5	<u>Security</u>	3.5.1
3.2	Security management plan	1.3	<u>Planning and controls</u>	1.3.1
		3.5	<u>Security</u>	3.5.2
3.3	Reporting security incidents	4.4	<u>Incident management</u>	4.4.2
3.4	Security SPA	1.5	<u>Accountability</u>	1.5.3
3.5	Security crisis response	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1 – 4.6.5
3.6	Security of information	3.5	<u>Security</u>	3.5.4, 3.5.5

[Back to contents](#)

Appendix 5 – Business Continuity Planning Standard

Business Continuity Reference		OMS Reference		
			Sub-Element	Group Essentials
3 i	Define roles and accountabilities and timetable	1.5	<u>Accountability</u>	1.5.3
3 ii	Identify mission critical activities	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1
3 ii	Conduct a business impact analysis	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1
3 ii	Conduct a risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.3, 3.1.4
		4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1
3 iii	Identify risk reduction measures and recovery options	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2
3 iii	Develop the preferred strategy for business continuity	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2
3 iii	Build, implement and validate the chosen BCP	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2, 4.6.3
3 iv	Develop training programmes prior to roll out of the plan	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.4
3 v	Develop procedures for embedding	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.3 4.6.4

[Back to contents](#)

Appendix 6 – Marine Standard

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
3.1a	GMS SPA		<u>OMS Part 1 Responsibility of entity Leader</u>	
		1.3	<u>Planning and controls</u>	1.3.2
		1.4	<u>Resource and implementation</u>	1.4.2
		5.6	<u>Marine operations</u>	5.6.6
3.1b	Segment marine authority	1.5	<u>Accountability</u>	1.5.1 IM GDP 5.0-0001 (3.4)
3.1c	Marine authority	1.5	<u>Accountability</u>	1.5.1 IM GDP 5.0-0001 (3.5)
		1.5	<u>Accountability</u>	1.5.3
		2.2	<u>People and competence</u>	2.2.2
3.1d	Marine discipline experts	1.5	<u>Accountability</u>	1.5.3
		2.2	<u>People and competence</u>	2.2.1
3.2a	Marine practitioners job descriptions	1.5	<u>Accountability</u>	1.5.3
3.2b	Competency	2.2	<u>People and competence</u>	2.2.2, 2.2.3 IM GDP 5.0-0001 (3.4)
3.3a	Hazard evaluation, risk assessment, and MoC processes	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6
		4.2	<u>Management of change</u>	4.2.1, 4.2.4, 4.2.6 IM GDP 5.0-0001 (3.4)
3.3b	Risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.5 IM GDP 5.0-0001 (3.4)
3.4a	Sharing lessons learned	2.4	<u>Organizational learning</u>	2.4.1 GDP 4.4-0001 (3.2 10)
		6.8	<u>Continuous improvement</u>	6.8.3
		4.1	<u>Procedures and practices</u>	4.1.1, 4.1.4
3.4b	Incident investigation	2.4	<u>Organizational learning</u>	2.4.1 GDP 4.4-0002 3.1 Recommendations
		4.4	<u>Incident management</u>	4.4.2

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
3.5a	BP Entity Annual Marine Report	5.6	<u>Marine operations</u>	5.6.6	IM GDP 5.0-0001 (3.1, 3.4)
		8.1	<u>Metrics and reporting</u>	8.1.3	
		3.3	<u>Process safety</u>	3.3.2	
		2.2	<u>People and competence</u>	2.2.3	
3.5b	BP Shipping Annual Marine Report	8.1	<u>Metrics and reporting</u>	8.1.3	
3.6a	BP Shipping assurance of new construction and conversion	5.2	<u>Design and construction</u>	5.2.4	IM GDP 5.0-0001 (3.4, 3.5)
3.6b	BP Shipping assurance of modifications and operational activities	4.2	<u>Management of change</u>	4.2.1, 4.2.3	IM GDP 5.0-0001 (3.4.2)
		5.6	<u>Marine operations</u>	5.6.6	
		5.2	<u>Design and construction</u>	5.2.4	
3.6c	BP Shipping assessments of marine activity	8.2	<u>Assessment and audit</u>	8.2.1	
3.7a	Emergency Response Plan	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1, 4.6.2, 4.6.4	
3.7b	Emergency vessels not provided by a statutory body	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2	
		5.6	<u>Marine operations</u>	5.6.5	
3.7c	Emergency vessels suitable for the intended purpose	5.6	<u>Marine operations</u>	5.6.5	
3.8a	BP Shipping supervise design and construction of vessels	5.1	<u>Project management</u>	5.1.6	
		5.2	<u>Design and construction</u>	5.2.1, 5.2.4, 5.2.5	
3.8b	Marine construction and repair	2.5	<u>Working with contractors</u>	2.5.2	
		5.1	<u>Project management</u>	5.1.2, 5.1.6, 5.1.8	

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		DMS Reference		
		Sub-Element	Group Essentials	GDP
3.8c	Green Passports	5.2	<u>Design and construction</u>	5.2.4, 5.2.5
		6.6	<u>Procurement</u>	6.6.1
		3.6	<u>Environmentt</u>	3.6.1
		5.2	<u>Design and construction</u>	5.2.4
		5.5	<u>Decommissioning and remediation</u>	5.5.1
3.9a	BP Shipping execution of Marine Activity	5.6	<u>Marine operations</u>	5.6.1, 5.6.2
3.9b	BP Shipping accountability for the provision of manning and technical management	5.6	<u>Marine operations</u>	5.6.1
3.9c	BP Shipping accountability for voyage operation	5.6	<u>Marine operations</u>	5.6.1
3.9d	Standard of vessels/units contracted	5.6	<u>Marine operations</u>	5.6.1, 5.6.4, 5.6.5
3.9e	Group Shipping and vetting policies	1.3	<u>Planning and controls</u>	1.3.2
3.10a	Terminal compliance with onshore towage and port service practices	4.1	<u>Procedures and practices</u>	4.1.1, 4.1.4
		5.6	<u>Marine operations</u>	5.6.1, 5.6.5
		3.1	<u>Risk assessment and management</u>	3.1.4
		5.3	<u>Asset operation</u>	5.3.1
3.10b	Terminal risk assessments	5.6	<u>Marine operations</u>	5.6.4
		3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.4
3.11a	Scheduling	5.6	<u>Marine operations</u>	5.6.1, 5.6.3
3.11b	Vessels on contract	2.5	<u>Working with contractors</u>	2.5.3
		5.6	<u>Marine operations</u>	5.6.1, 5.6.3, 5.6.5
3.11c	Scheduling with approved procedures manual	1.5	<u>Accountability</u>	1.5.3
3.11d	Marine vessel/unit operator	4.1	<u>Procedures and practices</u>	4.1.1, 4.1.2, 4.1.3, 4.1.5
		5.6	<u>Marine operations</u>	5.6.1, 5.6.5
		1.5	<u>Accountability</u>	1.5.3
		2.2	<u>People and competence</u>	2.2.3

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
		2.5	<u>Working with contractors</u>	2.5.1, 2.5.3
		5.6	<u>Marine operations</u>	5.6.3
3.11e	Scheduling by a competent person	2.2	<u>People and competence</u>	2.2.3
		5.6	<u>Marine operations</u>	5.6.3
3.12a	Project management in accordance with CVP	1.5	<u>Accountability</u>	1.5.1, 1.5.2
		5.1	<u>Project management</u>	5.1.1, 5.1.4
		5.2	<u>Design and construction</u>	5.2.4
3.12b	Specification, design, construction and commissioning in accordance with practices and requirements	5.2	<u>Design and construction</u>	5.2.1, 5.2.2, 5.2.4
				IM GDP 5.0-0001 (3.3, 3.5) GP 48-04, GP48-01, GP48-02, 48-03, GP01-01
3.12c	Specification, design, construction and commissioning using competent Marine Specialists	1.5	<u>Accountability</u>	1.5.3
				IM GDP 5.0-0001 (3.4)
		2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		5.1	<u>Project management</u>	5.1.6
		6.6	<u>Procurement</u>	6.6.1
3.12d	Construction and conversion projects ready in all aspects for service	2.2	<u>People and competence</u>	2.2.3
				HSSE Review of Projects GP (48-01)
		4.1	<u>Procedures and practices</u>	4.1.1
		5.1	<u>Project management</u>	5.1.5, 5.1.8
		5.2	<u>Design and construction</u>	5.2.8
3.12e	HSSE and capability review prior to contractual commitment	2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		6.6	<u>Procurement</u>	6.6.1
3.12f	Green Passport	3.6	<u>Environment</u>	3.6.1
		5.1	<u>Project management</u>	5.1.8

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
		5.5	<u>Decommissioning and remediation</u>	5.5.1	
3.13a	The BP operation develops a process to purchase marine vessels/units	2.2	<u>People and competence</u>	2.2.3	
		2.5	<u>Working with contractors</u>	2.5.2	
		5.2	<u>Design and construction</u>	5.2.4	
		5.6	<u>Marine operations</u>	5.6.2	
		6.6	<u>Procurement</u>	6.6.1	
3.13b	The BP operation develops a process to charter or contract marine vessels/units	2.2	<u>People and competence</u>	2.2.3	IM GDP 5.0-0001 (3.5)
		2.5	<u>Working with contractors</u>	2.5.2	
		5.6	<u>Marine operations</u>	5.6.2, 5.6.5	
		6.6	<u>Procurement</u>	6.6.1	
3.13c	Selection of marine vessels units for Exploration shall only be used with the approval of the MA	2.5	<u>Working with contractors</u>	2.5.3	
		5.6	<u>Marine operations</u>	5.6.2, 5.6.5	
3.14a	Marine vessels/units shall be inspected and vetted prior to commitment to contract	5.6	<u>Marine operations</u>	5.6.6	
3.14b	The MA shall be the sole decision maker on the suitability of marine vessels/units				IM GDP 5.0-0001 (3.1, 3.5)
		5.6	<u>Marine operations</u>	5.6.5	
3.14c	Any marine vessel/unit contracted shall be reviewed prior to use	2.5	<u>Working with contractors</u>	2.5.2	IM GDP 5.0-0001 (3.5)
		5.1	<u>Project management</u>	5.1.2	
		5.6	<u>Marine operations</u>	5.6.5	
3.14d	Any marine vessel/unit contracted for time charter shall be reviewed prior to commitment	2.5	<u>Working with contractors</u>	2.5.2	IM GDP 5.0-0001 (3.5)

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference	OMS Reference			GDP
	Sub-Element	Group Essentials		
	5.6	Marine operations	5.6.5	
	6.6	Procurement	6.6.1	
3.14e	2.5	Working with contractors	2.5.2	IM GDP 5.0-0001 (3.5)
	5.6	Marine operations	5.6.5	
3.14f	2.5	Working with contractors	2.5.2	
3.15a	2.5	Working with contractors	2.5.1, 2.5.3	
	4.1	Procedures and practices	4.1.2	
3.15b	3.1	Risk assessment and management	3.1.2, 3.1.4	
	4.1	Procedures and practices	4.1.1, 4.1.2	

[Back to contents](#)

Appendix 7 – getting HSE right

gHSEr Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
1.1	Leadership behaviour	1.1	<u>Operating leaders</u>	1.1.3	
		1.6	<u>Communication and engagement</u>	1.6.3	
1.2	HSE communication	1.6	<u>Communication and engagement</u>	1.6.1	
1.3	HSE expectations in planning	1.3	<u>Planning and controls</u>	1.3.1, 1.3.2, OMS	
1.4	HSE goals, resources and metrics	1.3	<u>Planning and controls</u>	1.3.2	
		1.4	<u>Resource and implementation</u>	1.4.1, 1.4.2	
			<u>Accountability</u>	1.5.3	
		1.5	<u>People and competence</u>	2.2.1, 2.2.2,	
		2.2	<u>Metrics and reporting</u>	2.2.3	
		8.1		8.1.1	
1.5	HSE management systems	1.1	<u>Operating leaders</u>	1.1.1, 1.1.2	
		1.2	<u>Operating strategy</u>	1.2.2, 1.2.3	
		1.3	<u>Planning and controls</u>	1.3.1	
1.6	Leader's performance	1.1	<u>Operating leaders</u>	1.1.4	
		1.5	<u>Accountability</u>	1.5.3	
1.7	HSE targets	1.3	<u>Planning and controls</u>	1.3.2	
		8.1	<u>Metrics and reporting</u>	8.1.1	
1.8	Lessons shared	2.4	<u>Organizational learning</u>	2.4.1, 2.4.2	
2.1	HSE risk management processes	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.5	GDP 3.1-0001
2.2	Hazard and risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1	GDP 3.1-0001
2.3	Documented risk management	2.1	<u>Organization structure</u>	2.1.1	GDP 3.1-0001
		3.1	<u>Risk assessment and management</u>	3.1.1	
2.4	Project risk management	3.1	<u>Risk assessment and management</u>	3.1.6	
2.5	Updated risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1	
3.1	Employee and contractor behaviour	1.6	<u>Communication and engagement</u>	1.6.3	
			<u>Culture</u>		
		1.7	<u>Personal safety</u>	1.7.1	
		3.2		3.2.2	
3.2	Personal performance	1.5	<u>Accountability</u>	1.5.3	
		2.2	<u>People and competence</u>	2.2.6	
3.3	Recruitment, selection and placement	2.2	<u>People and competence</u>	2.2.1	

Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
3.4	Workforce skills and training	2.2	<u>People and competence</u>	2.2.2, 2.2.3, 2.2.5	
3.5	Health risk management	3.4	<u>Health and industrial hygiene</u>	3.4.1, 3.4.2	
3.6	Medical support	3.4	<u>Health and industrial hygiene</u>	3.4.7	
3.7	Drugs and alcohol	3.4	<u>Health and industrial hygiene</u>	3.4.5	
3.8	Site induction	2.2	<u>People and competence</u>	2.2.4	
4.1	Contractor selection	2.5	<u>Working with contractors</u>	2.5.2	
4.2	Contractor risks	2.5 3.1	<u>Working with contractors</u> <u>Risk assessment and management</u>	2.5.1 3.1.1, 3.1.2,	
4.3	BP interfaces with suppliers	2.1	<u>Organization structure</u>	2.1.4	
4.4	Contractor deliverables	2.5	<u>Working with contractors</u>	2.5.3, 2.5.4	
4.5	Products and services meet HSE standards	6.6	<u>Procurement</u>	6.6.1	
4.6	JV HSE management systems	1.2	<u>Operating strategy</u>	1.2.1	
5.1	Baseline HSE data	5.2	<u>Design and construction</u>	5.2.1	GDP 3.6-0001
5.2	Design for environment	3.6 5.2	<u>Environment</u> <u>Design and construction</u>	3.6.1 5.2.2, 5.2.3	
5.3	Project management and design review	4.1 5.1 5.2	<u>Procedures and practices</u> <u>Project management</u> <u>Design and construction</u>	4.1.1 5.1.1, 5.1.8 5.2.2, 5.2.3	GDP 5.0-0001
5.4	Learning and experience in construction	5.1	<u>Project management</u>	5.1.6	
5.5	Project hazard and risk management	3.1 5.1	<u>Risk assessment and management</u> <u>Project management</u>	3.1.1, 3.1.5, 5.1.8	
5.6	Deviations from design standards	5.2	<u>Design and construction</u>	5.2.3, 5.2.6	GDP 5.0-0001
5.7	Regulatory requirements and standards	5.1 5.2	<u>Project management</u> <u>Design and construction</u>	5.1.2 5.2.2	

Appendix 7 – getting HSE right *Continued ...*

gHSE Reference		OMS Reference			
		Sub-Element	Group Essentials	GDP	
5.8	Quality assurance and inspection	5.1	<u>Project management</u>	5.1.5	
5.9	Pre start up reviews	5.1	<u>Project management</u>	5.1.8	
6.1	Post start up review	5.1 5.2	<u>Project management</u> <u>Design and construction</u>	5.1.8, 5.1.9 5.2.6	
6.2	Regulations and integrity	5.2	<u>Design and construction</u>	5.2.2	
		5.3	<u>Asset operation</u>	5.3.1	
6.3	Operating parameters	5.2	<u>Design and construction</u>	5.2.2, 5.2.7	
		5.3	<u>Asset operation</u>	5.3.1, 5.3.2	
6.4	Procedures	4.1	<u>Procedures and practices</u>	4.1.1	GDP 5.0-0001
6.5	Pre use inspection and testing	5.4	<u>Inspection and maintenance</u>	5.4.5, 5.4.6	
6.6	Protective systems maintenance	5.3 5.4	<u>Asset operation</u> <u>Inspection and maintenance</u>	5.3.3 5.4.2	
6.7	Simultaneous operations	5.1 4.5	<u>Project management</u> <u>Control of work</u>	5.1.7 4.5.1	GDP 4.5-0001
6.8	Environmental impact	3.6	<u>Environment</u>	3.6.1, 3.6.2	
6.9	Waste management	3.6	<u>Environment</u>	3.6.1	
6.10	End of life	5.2 5.5	<u>Design and construction</u> <u>Decommissioning and remediation</u>	5.2.1 5.5.2	
6.11	Plant modification maintains operations integrity	5.4	<u>Inspection and maintenance</u>	5.4.5	
7.1	HSE aspects of change	4.2	<u>Management of change</u>	4.2.1, 4.2.3, 4.2.4	
7.2	Regulatory changes	4.2 7.1	<u>Management of change</u> <u>Regulatory compliance</u>	4.2.2 7.1.2	
7.3	Change affects managed	4.2	<u>Management of change</u>	4.2.3, 4.2.4	
7.4	Impact of changes on quality	4.2 6.4	<u>Management of change</u> <u>Quality assurance</u>	4.2.3 6.4.1	
7.5	Temporary changes	4.2	<u>Management of change</u>	4.2.7	
8.1	Management of design data	4.3	<u>Information management and document control</u>	4.3.1, 4.3.2	
8.2	Compliance obligations identified	1.6 7.1	<u>Communication and engagement</u> <u>Regulatory compliance</u>	1.6.6 7.1.1, 7.1.7, 7.1.8	

Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference	OMS Reference				
		Sub-Element	Group Essentials	GDP	
8.3	Records retained	4.3	<u>Information management and document control</u>	4.3.1, 4.3.2, 4.3.3	
8.4	Technical documentation	4.1 4.3	<u>Procedures and practices</u> <u>Information management and document control</u>	4.1.1 4.3.2	
8.5	Medical and exposure records	3.4	<u>Health and industrial hygiene</u>	3.4.7	
9.1	HSE assessments for new products	7.5	<u>Product stewardship</u>	7.5.1	
9.2	Reassessment for products and intermediates	7.5	<u>Product stewardship</u>	7.5.1	
9.3	New markets or uses for existing products	7.5	<u>Product stewardship</u>	7.5.1	
9.4	Records retention	7.5	<u>Product stewardship</u>	7.5.1, 7.5.3	
9.5	MSDS and product information	7.5	<u>Product stewardship</u>	7.5.2	
9.6	Adverse effects reviewed	7.5	<u>Product stewardship</u>	7.5.3	
9.7	Product recall	7.5	<u>Product stewardship</u>	7.5.4	
9.8	24 hour emergency response	7.5	<u>Product stewardship</u>	7.5.4	
10.1	Stakeholder communications	7.2	<u>Community and stakeholder relationships</u>	7.2.1, 7.2.2	
10.2	Response to government and community	7.2	<u>Community and stakeholder relationships</u>	7.2.2, 7.2.4	
10.3	Impact of new business on communities	7.2	<u>Community and stakeholder relationships</u>	7.2.4, 7.2.5	ESR GDP
10.4	Impact on neighbours	5.5	<u>Decommissioning and remediation</u>	5.5.3	
		7.2	<u>Community and stakeholder relationships</u>	7.2.2	
10.5	Externally verified HSE report	3.6 8.1	<u>Environment</u> <u>Metrics and reporting</u>	3.6.3 8.1.3	
11.1	Emergency plans	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1, 4.6.2	
11.2	Emergency equipment	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.4	

Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference	OMS Reference			
		Sub-Element	Group Essentials GDP	
11.3	Emergency training	4.6	<u>Crisis and continuity management and emergency response</u> 4.6.3, 4.6.4	
11.4	Emergency exercises	4.6	<u>Crisis and continuity management and emergency response</u> 4.6.3, 4.6.4	
11.5	Emergency learning	4.6	<u>Crisis and continuity management and emergency response</u> 4.6.3	
12.1	Incidents reported, investigated and analyzed	4.4	<u>Incident management</u> 4.4.2	44-00-01, GDP 4.4-0002
12.2	Major incidents	4.4	<u>Incident management</u> 4.4.2	GDP 4.4-0002
12.3	Incident investigations closed	4.4	<u>Incident management</u> 4.4.2	
12.4	Investigation analysis	2.4 4.4 8.2	<u>Organizational learning</u> <u>Incident management</u> <u>Assessment and audit</u> 2.4.3 4.4.2 8.2.5	
12.5	Lessons shared in BP	2.4	<u>Organizational learning</u> 2.4.1	
12.6	Lessons shared in industry	2.4	<u>Organizational learning</u> 2.4.2	
13.1	HSE performance indicators	8.1	<u>Metrics and reporting</u> 8.1.1, 8.1.2	
13.2	HSE self assessments	8.2	<u>Assessment and audit</u> 8.2.1	
13.3	Performance review	8.3	<u>Performance review</u> 8.3.1, 8.3.2	
13.4	HSE behaviours	3.2 1.7	<u>Personal safety</u> <u>Culture</u> 3.2.2 1.7.1, 1.7.2	
13.5	Risk-based audit programme	8.2	<u>Assessment and audit</u> 8.2.2 S&O Audit	
13.6	Audit programme	8.2	<u>Assessment and audit</u> 8.2.2	
13.7	Audit programme findings tracking and use	8.2	<u>Assessment and audit</u> 8.2.5	
13.8	Systematic improvement	8.3	<u>Performance review</u> 8.3.1, 8.3.2, 8.2.3	
13.9	Report HSE data	8.1	<u>Metrics and reporting</u> 8.1.3	
13.10	Self assessment and assurance	8.2	<u>Assessment and audit</u> 8.2.1, 8.2.2 S&O Audit	

[Back to contents](#)

Appendix 8 – HSSE Compliance Framework (Emerald)

BP Global HSSE Compliance Framework Reference		OMS Reference		
		Sub-Element	Group Essentials	
1	Risk assessment and prioritization			
1.1	Evaluate existing compliance processes and systems, identify gaps to this Framework and the Seven Elements, and identify improvement opportunities.	3.1	<u>Risk assessment and management</u>	3.1.3
1.2	Identify the activities, products and services (APS) of the business.	7.1	<u>Regulatory compliance</u>	7.1.1
1.3	Identify current and known future HSSE legal requirements and create a Compliance matrix of requirements applicable to the APS.	7.1	<u>Regulatory compliance</u>	7.1.1, 7.1.2, 7.1.3, 7.1.5
1.4	Identify "other" HSSE compliance requirements applicable to the APS (e.g. BP group standards, voluntary commitments made through industry associations or other BP commitments) and add these to the compliance matrix.	OMS Pt. 2	<u>All sub-elements</u>	All Group Essentials
1.5	Develop an understanding of the external compliance environment, including concerns of major stakeholders such as communities, governments, nongovernmental Organizations (NGOs) and other interested parties.	7.2	<u>Community and stakeholder relationships</u>	7.2.1, 7.2.2, 7.2.4
1.6	Evaluate the risk of non-compliance with HSSE legal and "other" requirements.	3.1	<u>Risk assessment and management</u>	3.1.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference	OMS Reference	
	Sub-Element	Group Essentials
2	Compliance planning	
2.1	1.3	<u>Planning and controls</u>
	1.4	<u>Resource and implementation</u>
2.2	7.1	<u>Regulatory compliance</u>
	1.5	<u>Accountability</u>
2.3	Identify and document compliance tasks for applicable legal and other requirements. Compliance tasks must be described at a level of detail which enables accountable individuals to fully understand what is required of them.	
	7.1	<u>Regulatory compliance</u>
2.4	1.4	<u>Resource and implementation</u>
3	Implementation	
3.1	1.1	<u>Operating leaders</u>

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
			Sub-Element	Group Essentials
3.2	Develop and deploy capability, resources and funding to maintain compliance processes and complete compliance tasks.	1.4	<u>Resource and implementation</u>	1.4.2
3.3	Assign, document and communicate accountabilities for performing HSSE compliance tasks.	1.5	<u>Accountability</u>	1.5.3
3.4	Identify and implement operational controls that clearly associate tasks with compliance requirements.	2.3	<u>Operating discipline</u>	2.3.2, 2.3.3
		3.3	<u>Process safety</u>	3.3.1
		4.1	<u>Procedures and practices</u>	4.1.1, 4.1.3
		4.5	<u>Control of work</u>	4.5.1
		7.1	<u>Regulatory compliance</u>	7.1.4
3.5	Communicate the HSSE compliance programme to the workforce and train individuals to discharge their specific compliance accountabilities.	2.2	<u>People and competence</u>	2.2.2, 2.2.3, 2.2.5
		4.1	<u>Procedures and practices</u>	4.1.2
		7.1	<u>Regulatory compliance</u>	7.1.8
3.6	Allocate significant compliance accountabilities only to individuals whose past behavior has been consistent with the goals of the compliance programme.	2.2	<u>People and competence</u>	2.2.3
3.7	Assign accountability to supervisors to assure accountable individuals' competency and effectiveness in performing assigned compliance tasks.	1.5	<u>Accountability</u>	1.5.2, 1.5.3
3.8	Implement incentive and disciplinary programs (e.g. remuneration, bonus and career progression) which reinforce and reward positive compliance behaviors and support consistent enforcement of the Code of Conduct and other HSSE requirements.	1.6	<u>Communication and engagement</u>	1.6.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference	OMS Reference		
		Sub-Element	Group Essentials
3.9	Implement a contractor oversight process that highlights compliance tasks accomplished by contractors on behalf of BP and assigns accountabilities to BP employees to ensure that contractors complete these tasks.	2.5 <u>Working with contractors</u>	2.5.3
3.10	Implement fit-for-purpose management of change processes that identify and evaluate changes to HSSE compliance tasks and accountabilities as a result of changes in applicable compliance requirements, physical plant, technology, operational controls or personnel.	4.2 <u>Management of change</u>	4.2.1 – 4.2.3
3.11	Communication processes related to external stakeholders, including regulators in place.	7.2 <u>Community and stakeholder relationships</u>	7.2.2 – 7.2.4
3.12	Document control and records management processes that conform to applicable BP document management policies and enable the business to demonstrate compliance with legal and "other" requirements in place	4.3 <u>Information management and document control</u>	4.3.1 – 4.3.3
4	Measurement, evaluation, corrective action		
4.1	Conduct regular monitoring of HSSE compliance performance and completion of compliance tasks using Key Performance Indicators (KPIs) which measure the effectiveness of the compliance management process.	7.1 <u>Regulatory compliance</u> 8.1 <u>Metrics and reporting</u>	7.1.6 8.1.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
			Sub-Element	Group Essentials
4.2	Periodically review and evaluate HSSE compliance processes and systems and identify opportunities for improvement.	3.1	<u>Risk assessment and management</u>	3.1.3
4.3	Implement processes to identify, investigate and correct compliance programme failures and potential compliance deviations.	4.4	<u>Incident management</u>	4.4.2
		7.1	<u>Regulatory compliance</u>	7.1.6
4.4	Institute processes to review the closure and effectiveness of corrective actions.	7.1	<u>Regulatory compliance</u>	7.1.6
		8.2	<u>Assessment and audit</u>	8.2.3, 8.2.4
4.5	Provide confidential channels through which the workforce can report compliance related concerns, compliance programme failures or potential compliance deviations which they do not wish, or feel unable, to raise with their line management.	1.6	<u>Communication and engagement</u>	1.6.2
4.6	Support an open environment where employees feel they can safely raise concerns and individuals who raise compliance concerns, either directly or through confidential channels, are protected from retaliation.	1.6	<u>Communication and engagement</u>	1.6.4
5	Management review			
5.1	Conduct annual management reviews of the HSSE compliance programme and compliance performance.	8.3	<u>Performance review</u>	8.3.1

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
			Sub-Element	Group Essentials
5.2	Maintain a written record of annual management review meetings.	8.3	<u>Performance review</u>	8.3.1
5.3	Address HSSE compliance in the annual compliance and ethics certification.	3.6	<u>Environment</u> <u>Reference Code of Conduct</u>	3.6.3
5.4	Create a process whereby annual risk assessment and compliance planning occur on regular schedule	3.1	<u>Risk assessment and management</u>	3.1.3
		7.1	<u>Regulatory compliance</u>	7.1.6
5.5	Provide management direction and advice for use in the next cycle of risk assessment and compliance planning.	8.3	<u>Performance review</u>	8.3.1, 8.3.2

[Back to contents](#)

Appendix 9 – ISO 14001 Environmental Management System

ISO 14001 Reference		OMS Reference	
		Sub-Element	Group Essentials
4.1	General requirements		OMS Part I
4.2	Environmental policy	1.2	<u>Operating strategy</u>
4.3.1	Environmental aspects	3.1	<u>Risk assessment and management</u>
		3.6	<u>Environment</u>
		4.2	<u>Management of change</u>
		6.4	<u>Quality assurance</u>
4.3.2	Legal and other requirements	7.1	<u>Regulatory compliance</u>
		3.1	<u>Risk assessment and management</u>
4.3.3	Objectives, targets and programme(s)	1.2	<u>Operating strategy</u>
		1.3	<u>Planning and controls</u>
		6.8	<u>Continuous improvement</u>
4.4.1	Resources, roles, responsibility and authority	1.4	<u>Resource and implementation</u>
		1.5	<u>Accountability</u>
		2.1	<u>Organization structure</u>
		2.5	<u>Working with contractors</u>
4.4.2	Competence, training and awareness	2.2	<u>People and competence</u>
		4.1	<u>Procedures and practices</u>
4.4.3	Communication	1.6	<u>Communication and engagement</u>
		7.2	<u>Community and stakeholder relationships</u>
4.4.4	Documentation	4.3	<u>Information management and document control</u>
		1.6	<u>Communication and engagement</u>
4.4.5	Control of documents	4.3	<u>Information management and document control</u>
4.4.6	Operational control	2.3	<u>Operating discipline</u>
		3.3	<u>Process safety</u>
		4.1	<u>Procedures and practices</u>
		4.5	<u>Control of work</u>
		5.3	<u>Asset operation</u>
		5.2	<u>Design and construction</u>
4.4.7	Emergency preparedness and response	4.6	<u>Crisis and continuity management and emergency response</u>
4.5.1	Monitoring and measurement	5.3	<u>Asset operation</u>
		8.1	<u>Metrics and reporting</u>
4.5.2	Evaluation of compliance	7.1	<u>Regulatory compliance</u>
		8.2	<u>Assessment and audit</u>

Appendix 9 – ISO 14001 Environmental Management System
 Continued ...

ISO 14001 Reference		OMS Reference		
		Sub-Element		Group Essentials
4.5.3	Non conformity, corrective action, preventative action	4.1	<u>Procedures and practices</u>	4.1.3
		4.4	<u>Incident management</u>	4.4.2, 4.4.3
		7.1	<u>Regulatory compliance</u>	7.1.6
		8.2	<u>Assessment and audit</u>	8.2.3 – 8.2.5
4.5.4	Control of records	4.3	<u>Information management and document control</u>	4.3.1 – 4.3.3
		8.1	<u>Metrics and reporting</u>	8.1.3
4.5.5	Internal audit	8.2	<u>Assessment and audit</u>	8.2.1 – 8.2.2
4.6	Management review	1.2	<u>Operating strategy</u>	1.2.2
		8.3	<u>Performance review</u>	8.3.1 – 8.3.2

[Back to contents](#)

Appendix 10 – Golden Rules of Safety

Golden Rules Reference		OMS Reference			
			Sub-Element	Group Essentials	GDP
1	Permit to work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
2	Energy isolation	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3	Ground disturbance	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
4	Confined space entry	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
5	Working at heights	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
6	Lifting operations	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
7	Driving safety	5.3	<u>Asset operation</u>	5.3.1	
		5.4	<u>Inspection and maintenance</u>	5.4.2	
		3.7	<u>Transportation</u>	3.7.2, 3.7.3, 3.7.4, 3.7.6	
		3.4	<u>Health and industrial hygiene</u>	3.4.5	
8	Management of change	4.2	<u>Management of change</u>	4.2.1, 4.2.2., 4.2.3, 4.2.4	

[Back to contents](#)

bp

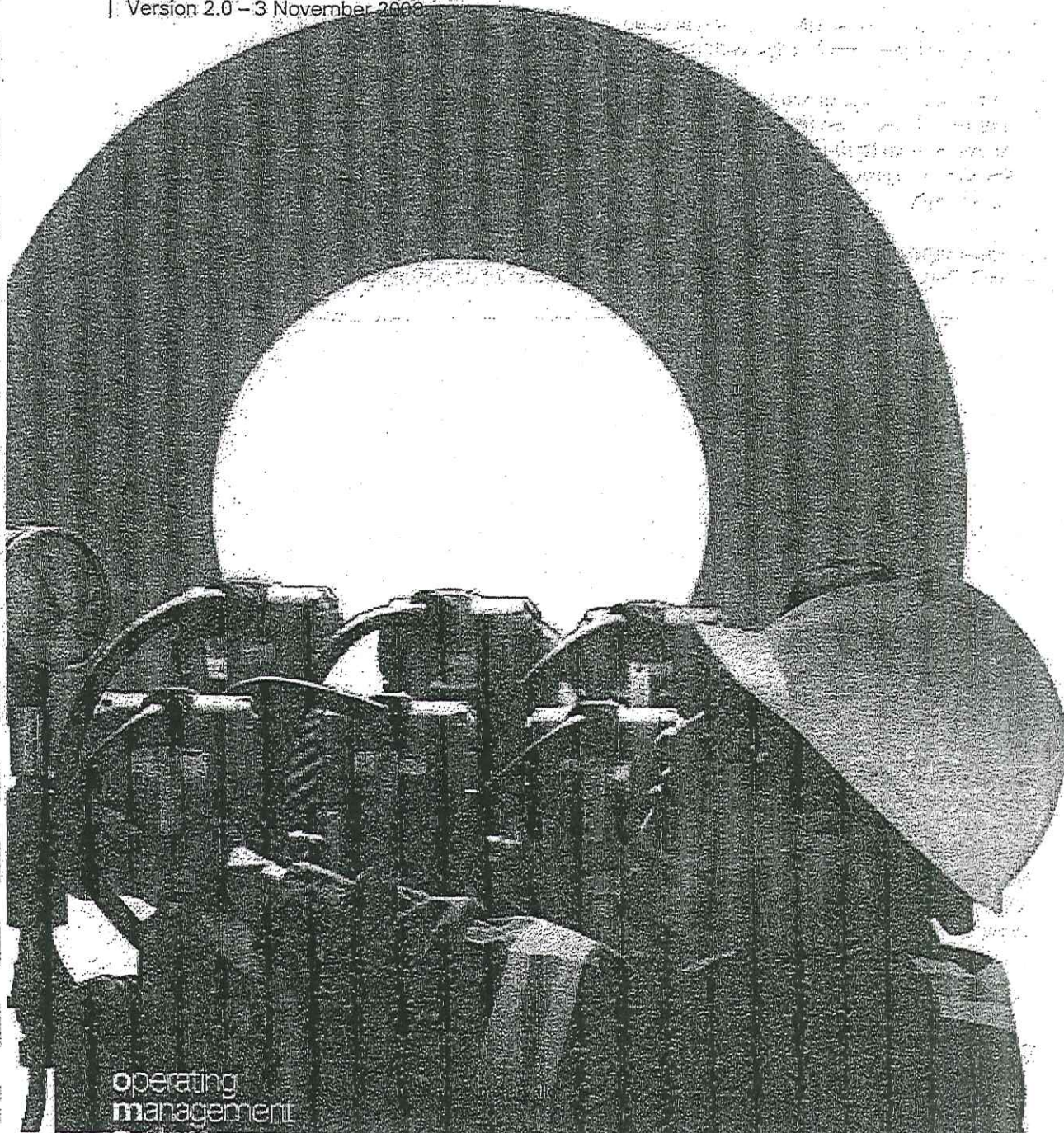


The BP Operating Management System Framework

Part 3 – OMS Performance Improvement Cycle

GFD 0.0-0003

Version 2.0 – 3 November 2008



operating
management

The BP Operating Management System Framework

Part 3 – OMS Performance Improvement Cycle

Please note: This revised version (2.0) of OMS Part 3 has been produced for application at entities which are transitioning or have transitioned from gHSEr to OMS as its management system.

This version (2.0) of OMS Part 3 has been revised following learning from OMS implementation and to align with revisions in other OMS Framework documentation.

OMS Part 3 is one of the four parts comprising the OMS Framework documentation. All four parts have been revised to create Version 2.0 of the OMS documentation and are issued as a suite of four documents. This has enabled simplification of the documentation through the removal of common contextual detail that was needed when each document stood alone.

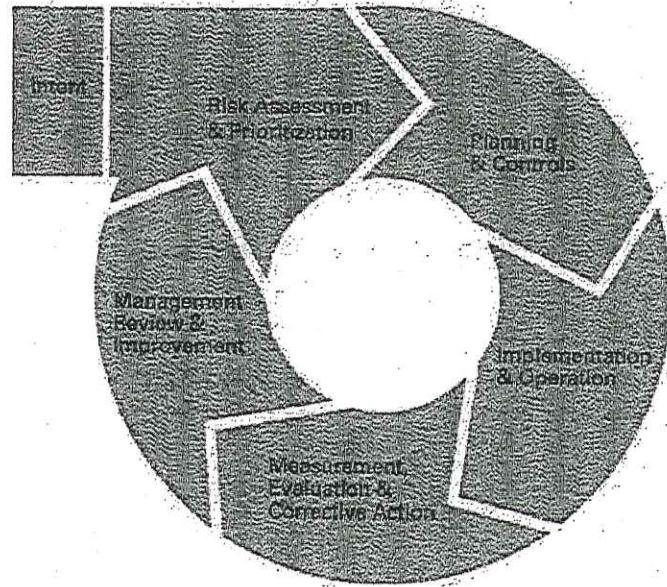
These detailed requirements of the OMS PIC are also included in the revised version of OMS Part 2 referenced against the relevant sub-element of operating.

Copyright © 2008 BP International Ltd. All rights reserved.

This document is classified as BP Internal. Distribution is intended for BP authorised recipients only. The information contained in this document is subject to the terms and conditions of the agreement or contract under which the document was supplied to the recipient's organisation. None of the information contained in this document shall be disclosed outside the recipient's own organisation, unless the terms and conditions of such agreement or contract expressly allow, or unless disclosure is required by law.

The BP Operating Management System Framework

Part 3 – OMS Performance Improvement Cycle



Issue Date:	3 November 2008 (Version 2)
Revision Date	3 November 2008
Next Review Date:	31 March 2011.
Content Owner:	John Sieg, Group Head of Operations
Document Administrator	Tim Kozina, Director, OMS Knowledge Management
Approved by:	Mark Bly, Group Head of S&O Function
Issued By:	Gareth James, Group Head of Technical Management Systems

Contents

1. <u>What is this document?</u>	4
2. <u>What is the Performance Improvement Cycle?</u>	5
3. <u>What requirements are defined in the Performance Improvement Cycle?</u>	7
3.1 <u>Intent</u>	7
3.2 <u>Risk assessment and prioritization</u>	7
3.3 <u>Planning and controls</u>	8
3.4 <u>Implementation and operation</u>	8
3.5 <u>Measurement, evaluation and corrective action</u>	8
3.6 <u>Management review and improvement</u>	9
4. <u>How is performance improvement embedded and sustained?</u>	10

1. What is this document?

OMS Part 3 is one of four documents comprising the Operating Management System (OMS) Framework suite of documentation. It describes and brings together the requirements of the Performance Improvement Cycle, which is of fundamental importance to OMS and its effective application is key to bringing OMS to life.

It is necessary to read this OMS Part 3 document in conjunction with the other parts of the OMS documentation to fully understand what is required to successfully implement and maintain OMS at an entity.

Given the vital importance of continuous risk reduction, a limited number of supporting Group Defined Practices with which every entity shall comply are detailed in Part 2 of OMS. In particular this Part 3 document should be read in conjunction with the Group Defined Practice GDP 3.1-0001 "Assessment, prioritization and management of risk"¹

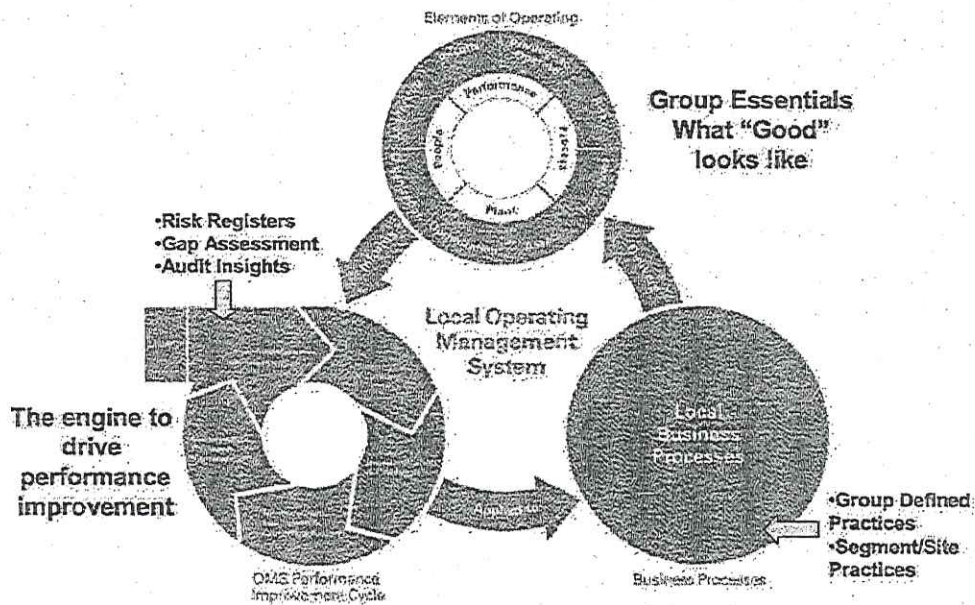
¹ Issued as Implementation draft Group Defined Practice January 2008.

2. What is the Performance Improvement Cycle?

Successful delivery of our performance goals and targets requires the rigorous application of a systematic improvement process within each entity. The Performance Improvement Cycle (PIC) helps identify, prioritize, plan, implement and embed improvement opportunities, and provides a common approach for our entities to drive and embed improvements through its annual application and link to the annual planning process.

Continuous Improvement (CI) is a key aspect of delivering performance improvement, and is defined by the Centre for Chemical Process Safety as “doing better as a result of regular, consistent efforts rather than episodic or step-wise changes, producing tangible positive improvements either in performance, efficiency or both”. Whilst this Part 3 document focuses on the application of the PIC and how to apply it at least annually as part of each entity’s local OMS, the principles and methodologies of CI should be regularly applied to all operating activities at all levels. It is important to make a clear distinction between performance improvement as delivered through annual application of the PIC, and CI which focuses on regular and incremental improvements in all operating activities as described in the CI Sub-element of Operating (6.8).

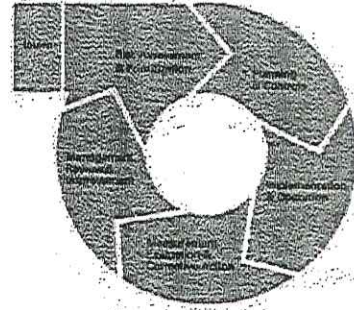
At the most basic level, the OMS framework operates by applying the PIC to local business processes. This helps to deliver the Group Essentials – outcomes required by the Group and defined in OMS Part 2. The framework is illustrated below:



The vehicle for delivering these outcomes is the local OMS. It is developed, implemented and sustained locally, translating legal and regulatory requirements applicable to operating, BP requirements and business requirements, into practical plans for reducing risk and delivering strong sustainable performance.

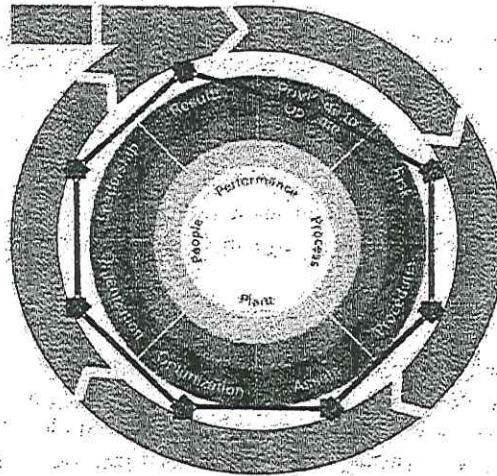
The PIC is modelled on the International Standards Organization Plan-Perform-Measure-Improve cycle and has been adjusted with the addition of two steps at the start of the cycle: (1) Intent and (2) Risk Assessment and Prioritization to ensure their importance as part of the planning process is recognized. The PIC is detailed and illustrated here:

1. Intent
2. Risk Assessment and Prioritization
3. Planning and Controls
4. Implementation and Operation
5. Measurement, Evaluation and Corrective Action
6. Management Review and Improvement



Each local OMS is described and summarized in a Local OMS (LOMS) Handbook, which is maintained electronically or in paper form. The LOMS Handbook includes a summary of how the PIC is applied to local business processes to help deliver the Elements of Operating and associated requirements identified in Part 2.

The annual PIC starts with risk assessment and prioritization based on a full or updated gap assessment against the Group Essentials². This gap assessment identifies performance gaps against the Group Essentials as shown in the diagram below, and helps to prioritize areas for improvement.



² Part 4 provides details of the gap assessment process and defines requirements for full gap assessment using the Group Essentials Gap Assessment Tool.

3. What requirements are defined in the Performance Improvement Cycle?

This section provides a summary of each step of the PIC and details the requirements for its application. These requirements are included in Part 2 of OMS as Group Essentials' (GE) statements, but are reiterated in Part 3 to demonstrate the fundamental importance of the PIC, and to show how the requirements are brought together into an annually applied cycle.

3.1. Intent

Principle: Leaders provide the vision and set the expectations for operating performance through a local operating policy and consistent actions.

Each BP entity shall:

- Define and then annually review and communicate to the **workforce** an **entity** vision that includes details of how the application of OMS will enable continuous **risk** reduction and performance improvement and **safe, responsible and reliable operating**. (GE 1.1.1)
- Maintain and communicate to the **workforce** a local **operating** policy consistent with the **entity** vision and OMS, and that includes the **BP Commitment to Health, Safety, Security and Environmental Performance**. (GE 1.2.2)
- Develop and annually review a statement of intent aligned to the **entity** vision and operating policy, explaining the objectives and scope of the local OMS. (GE 1.2.3)

3.2. Risk assessment and prioritization

Principle: Risks and performance gaps are identified and opportunities for improvement are prioritized with applicable legal and regulatory requirements met.

Each BP entity shall:

- Develop and then update at least annually an **entity level risk register** which considers hazards and **risks** relating to operating performance. The **risk register** shall include the assessed impact and probability for each identified **entity level risk** and identify plant, process, people and performance **risk reduction measures** that are in place to manage those **risks**. (GE 3.1.1)
- At least annually update a gap assessment of the **entity's** operating activities against the Group Essentials, GDPs and segment, SPU and **entity** requirements. The gap assessment against the Group Essentials requires a full assessment with a facilitator who is external to the **entity** when first transitioning to OMS and thereafter every three years. (GE 3.1.3)

- Benchmark good operating practices from across the BP Group and/or external sources to identify opportunities for **risk** reduction and **operating** performance improvement. (GE 2.4.2)
- Identify and document **risks** and opportunities to be addressed in a prioritized way through the local OMS and include them in the annual planning process. (GE 1.3.1)

3.3. Planning and controls

Principle: Plans establish clarity about intended activity and controls confirm objectives are sustainably achieved.

Each BP entity shall:

- Incorporate objectives, targets, actions and accountabilities into the **annual plan** to manage **operating risk**, to deliver the requirements of OMS, and to close gaps against the Group Essentials. (GE 1.3.2)
- Identify the resources needed to **implement** the **annual plan**. If resource constraints are identified modify the **annual plan** consistent with the need to maintain **safe, responsible and reliable operating**. (GE 1.4.2)
- Establish control mechanisms to address **risks** to the delivery of the **annual plan** and assess performance against the plan. (GE 1.3.3)

3.4. Implementation and operation

Principle: Activities are carried out consistent with the plan to meet commitments as well as legal requirements.

Each BP entity shall:

- Communicate the relevant parts of the **annual plan** and targets to the **workforce** and other identified stakeholders, and translate and include them in annual team and personal objectives. (GE 1.4.1)
- **Implement** the **annual plan** mobilizing identified resources. (GE 1.4.3)

3.5. Measurement, evaluation and corrective action

Principle: Monitoring and measurement are carried out to determine if applicable requirements and plan targets are being met and controls are effective.

BP entities shall:

- Apply control mechanisms to identify shortfalls against the **annual plan**, and put in place corrective actions. (GE 1.4.4)

- Verify completion of the identified compliance tasks to meet applicable **legal and regulatory HSSE requirements**, report and investigate instances of non-compliance and take action to prevent recurrence. (GE 7.1.6)

3.6. Management review and improvement

Principle: Management verify the statement of intent is being met, and review the local OMS implementing any identified changes.

Each BP entity shall:

- Conduct formal documented **Management Reviews** at least annually of the local OMS to determine its overall effectiveness in delivering continuous **risk** reduction and performance improvement across the Elements of Operating. (GE 8.3.1)
- **Implement** and maintain a process to revise the local OMS with learnings identified at **Management Reviews** and in response to updates to Group, Segment and SPU requirements. (GE 8.3.2)
- Track to completion improvement action items resulting from **Management Reviews**, reporting overdue action items to entity management at defined intervals. (GE 8.3.3)

S&O Audit will maintain a list of those entities assessed to carry the highest potential risk profiles, and conduct an audit of these entities once every three years.

4. How is performance improvement embedded and sustained?

The PIC is applied at each entity on at least an annual basis to systematically drive continuous risk reduction and performance improvement, linked to the annual planning process for the allocation of resources and budgets. It requires a commitment from all levels of the entity to regularly review performance to identify opportunities for improvement. This starts at the highest level of each entity by the management team completing the final part of the annual PIC – Management review and improvement. Application of this step in the PIC identifies and sustains improvements by embedding learnings in the local OMS and LOMS Handbook.

Each LOMS Handbook should describe how the PIC is linked to the annual business planning cycle, and how after each annual cycle the LOMS should be updated to reflect improved processes and operating performance. Multi-year application of the PIC, based on gap assessment, drives performance improvement and delivers the Group Essentials. It also creates a platform for sustainable improvement, allowing us to capture additional value through efficiency. Once the essentials level of performance has been achieved and sustained, efficient and excellence levels of performance should be targeted in those sub-elements of operating consistent with the entity operating policy.

The BP Operating Management System Framework



Part 4 – OMS Governance and Implementation

GFD 0.0-0004

Version 2.0 – 3 November 2008



The BP Operating Management System Framework

PART 4 – OMS Governance and Implementation

Please note: This revised version (2.0) of OMS Part 4 has been produced for application at entities which are transitioning or have transitioned from gHSEr to OMS as its management system.

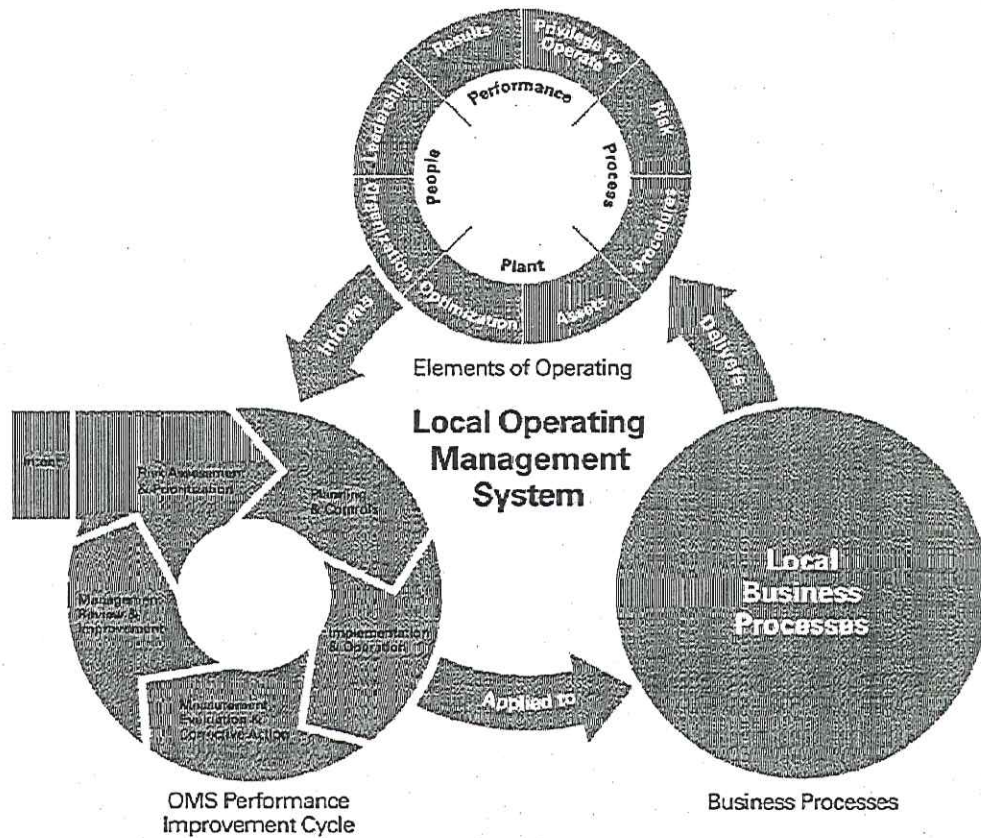
OMS Part 4 is one of the four parts comprising the OMS Framework documentation. All four parts have been revised to create Version 2.0 of the OMS documentation and are now issued together as a suite of four documents for the first time. This has enabled simplification of the documentation through the removal of common contextual detail that was needed when each document stood alone.

Copyright © 2008 BP International Ltd. All rights reserved.

This document is classified as BP Internal. Distribution is intended for BP authorised recipients only. The information contained in this document is subject to the terms and conditions of the agreement or contract under which the document was supplied to the recipient's organisation. None of the information contained in this document shall be disclosed outside the recipient's own organisation, unless the terms and conditions of such agreement or contract expressly allow, or unless disclosure is required by law.

The BP Operating Management System Framework

PART 4 – OMS Governance and Implementation



Issue Date	3 November 2008
Revision Date	31 March 2011
Author	Martin Hinchliffe, Director of OMS Architecture
Content Owner	John Sieg, Group Head of Operations.
Maintainer	Tim Kozina, Director, OMS Knowledge Management
Approved by	Mark Bly, Group Head of S&O Function
Issued By	Gareth James, Group Head of Technical Management Systems

Contents

1. <u>What is this document?</u>	4
1.1 <u>Where does it fit?</u>	4
1.2 <u>Why do we need a Part 4 – OMS Governance and Implementation?</u>	4
2. <u>OMS Governance</u>	5
3. <u>Group OMS implementation requirements</u>	6
3.1 <u>MOC process from gHSEr to OMS</u>	6
3.2 <u>OMS Group Essentials gap assessment</u>	6
3.3 <u>LOMS Handbook</u>	6
3.4 <u>OMS roles and accountabilities</u>	6
3.5 <u>Group Heads of Discipline</u>	6
3.6 <u>OMS conformance timetable</u>	6
4. <u>Applicability and deviation requirements</u>	7
5. <u>Appendices</u>	8
5.1 <u>Appendix 1 – MOC process requirements for transition from gHSEr to OMS</u>	8
5.2 <u>Appendix 2 – OMS gap assessment requirements</u>	10
5.3 <u>Appendix 3 – LOMS Handbook requirements</u>	11
5.4 <u>Appendix 4 – OMS roles and accountabilities</u>	12
5.5 <u>Appendix 5 – OMS Conformance Timetable</u>	13
5.6 <u>Appendix 6 – Application of OMS to projects</u>	14
5.7 <u>Appendix 7 – OMS applicability</u>	14
5.8 <u>Appendix 8 – OMS deviation process</u>	15

1. What is this document?

1.1 Where does it fit?

OMS Part 4 is one of four documents comprising the Operating Management System (OMS) Framework suite of documentation. It outlines OMS governance and defines Group requirements for entities to follow and sustain during local OMS implementation.

It is necessary to read this OMS Part 4 document in conjunction with the other parts of the OMS documentation to fully understand what is required to successfully implement and maintain OMS at an entity.

1.2. Why do we need Part 4 – OMS Governance and Implementation?

Entities need clarity on the requirements defined at Group, Segment and SPU level to enable them to successfully implement their local OMS, so they can drive continuous risk reduction and performance improvement. This Part 4 document explains the OMS Governance process to control the Group requirements and sets out the Group requirements for entities during local OMS implementation.

2. OMS Governance

The BP Group Chief Executive has determined that OMS shall be a control process relevant to all projects, facilities, sites and operations. The Chief Executive has delegated authority to the Group Head of S&O to develop the OMS Framework and create an integrated and simplified management system encompassing Marine and all the technical disciplines (i.e. Engineering, HSSE, Operating and Projects) that form the S&O function. To discharge this accountability the Group Head of S&O has put in place a governance process comprising working groups made up of function and segment representatives. These working groups advise on the detailed Group OMS structure and requirements.

Details of these working groups (e.g. terms of reference and membership) can be found on the [OMS intranet site](#).

3. Group OMS implementation requirements

The line is accountable for the consistency and quality of OMS implementation within and across their organization(s).

3.1. MOC process from gHSEr to OMS

Before transitioning from gHSEr to OMS all *entities* shall complete the MOC process described in [appendix 1](#).

3.2. OMS Group Essentials gap assessment

As part of the MOC process to transition from gHSEr to OMS, *entities* shall complete a full OMS *Group Essentials* gap assessment using the Group Gap Assessment Tool as described in [appendix 2](#). This assessment shall be facilitated by a person external to the *entity* who has been trained by Group S&O or approved by the Segment/SPU Operating Authority (detailed in [appendix 4](#)). This full OMS *Group Essentials* gap assessment shall then be repeated at least every three years.

3.3. LOMS Handbook

Every *entity* shall develop a *LOMS Handbook* that complies with the requirements described in [appendix 3](#).

3.4 OMS roles and accountabilities

Group and Segments shall follow the relevant requirements detailed in [appendix 4](#) for establishing clear roles, accountabilities, and specific activities for the sustained and consistent implementation of OMS.

Specifically, each Segment shall:

- Deliver consistent interpretation and implementation of OMS.
- Explicitly target OMS/Continuous Improvement embedment in its core performance management processes and provide mechanisms for monitoring usage.
- Specify how deviations from OMS requirements are managed.
- Provide sufficient insights for the GORC to confirm the ongoing health of OMS implementations across BP operating entities.

Segments shall appoint Segment and/or SPU Operating Authorities, and the Group Head of Safety and Operations shall appoint a Group Head of Operations. The role and accountabilities for these positions are detailed in [appendix 4](#).

3.5 Group Heads of Discipline (GHODs)

Group Heads of Discipline have a role to play in assuring the overall pace and quality of OMS implementation and assuring that risks have been recognized. Each GHOD shall verify that OMS pragmatically reflects the material Group requirements related to their discipline and will access outputs from the line assurance processes to reinforce common interpretation and consistent application of those requirements. Specific requirements of the role of the Group Head of Operations are detailed in [appendix 4](#).

3.6 OMS conformance timetable

It is important in transitioning to OMS that entities complete what they have started, i.e. the implementation of the existing Integrity Management, Control of Work and Marine standards, and then build on this foundation through gap assessment and the application of the Performance Improvement Cycle. Every entity shall comply with the OMS conformance timetable requirements described in [appendix 5](#).

4. Applicability and deviation requirements

The OMS Framework is relevant to all projects as well as facilities, sites, operations. Details on the relationship of OMS to projects, together with requirements for the application of OMS to projects are described in [appendix 6](#).

OMS applicability requirements, including its application to Joint Ventures, acquisitions and contractors, are described in [appendix 7](#).

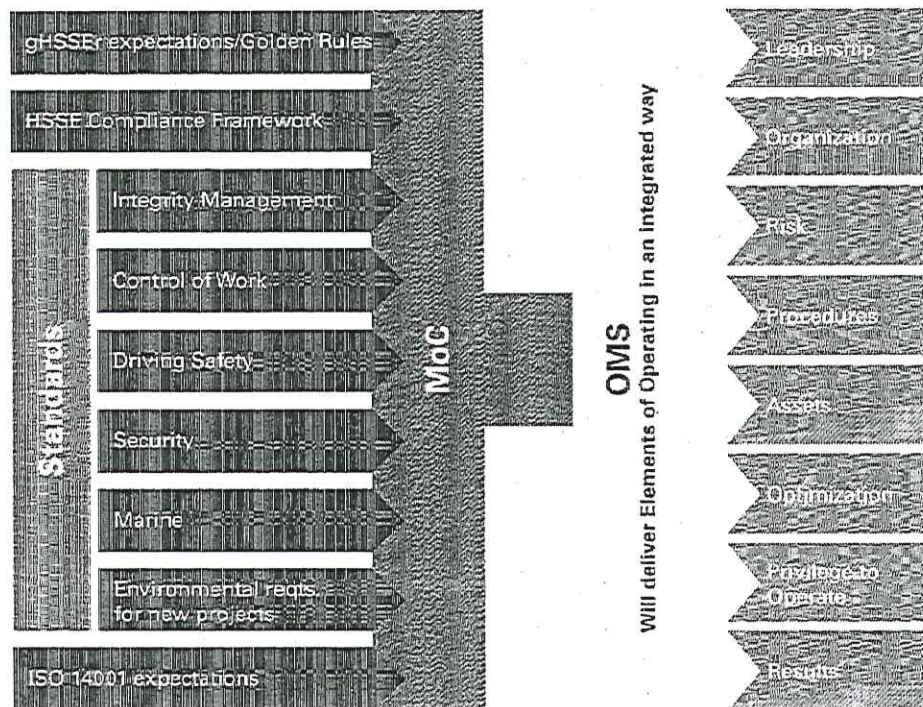
The processes for a BP entity to obtain authorization and approval to deviate from the complete application of the BP OMS Framework Parts 1 to 4, or a specific requirement detailed in OMS Parts 1 to 4 are described in [appendix 8](#).

5. Appendices

5.1 Appendix 1 – MOC process requirements for transition from gHSEr to OMS

Intent: The transition from gHSEr to OMS will serve as a formal declaration of progress and a visible sign that change is underway. Existing BP standards, other Group requirements, and ISO 14001 expectations, as detailed in the diagram below, have been incorporated into the OMS Group Essentials. The development and content of OMS has also been informed by the recommendations of the Independent Panel (Baker) report. The Local OMS, built on the twin concepts of risk management and continuous improvement, is the way of delivering the Group Essentials. A thorough Management of Change process is needed to oversee the transition to assure that the LOMS design and implementation is robust and that improvements made through application of the six-point plan are maintained.

Group requirements for the MOC process to transition from gHSEr to OMS:



Transition Risks:

Each entity's MOC process shall include a thorough identification and assessment of potential risks to a successful transition to OMS. As a minimum the MOC process shall take into consideration the possibility that, if the transition process is not effectively handled:

1. LOMS design

- The LOMS could unintentionally fail to include procedures for complying with some applicable legal and regulatory requirements.
- The LOMS could unintentionally fail to include procedures for complying with some applicable BP requirements.

2. OMS implementation

- The entity leader could unintentionally misjudge the level of resource needed to manage the change and implement OMS.
- The changeover to a new management system might confuse staff and lead to gaps in implementation and/or a fall off in performance.

By anticipating risks of this kind, the entity leader can manage them in a smooth and effective transition to OMS.

MOC process:

Each entity's MOC shall be designed to include the following:

1. General process

- The transition MOC procedure shall meet the requirements of OMS Part 2 sub element 4.2 "Management of Change".

2. Local OMS design

- Conduct a full OMS Group Essentials gap assessment using the Group Gap Assessment Tool as described in appendix 2.
- Define the structure and content of the local OMS, including the management information and reports that should be produced following OMS implementation.
- Define the essential features and activities of the existing gHSEr based system to be maintained in the LOMS. This shall include all elements of the six-point plan listed below. Entities shall check that these are included in the OMS design and will be maintained when the switch to OMS takes place.
 - Completing the "Texas City commitments" relating to temporary buildings and blow down stacks in heavier-than-air hydrocarbon service.
 - Conducting and taking action consequent upon Major Accident Risks assessments.
 - Implementing the Control of Work and Integrity Management Group Standards. <http://hsse.bpweb.bp.com/controlofworkstandard/>
<http://safetyandoperations.bpweb.bp.com/integrity-management/>
 - Ensuring compliance with applicable legal requirements.
 - Rapidly closing out findings from past audits.
 - Ensuring the competence of your teams in matters of safety and operations.
- Based on the above complete the initial LOMS design and develop the necessary documentation.

3. Local OMS implementation

Define the detailed transition plan and include within this:

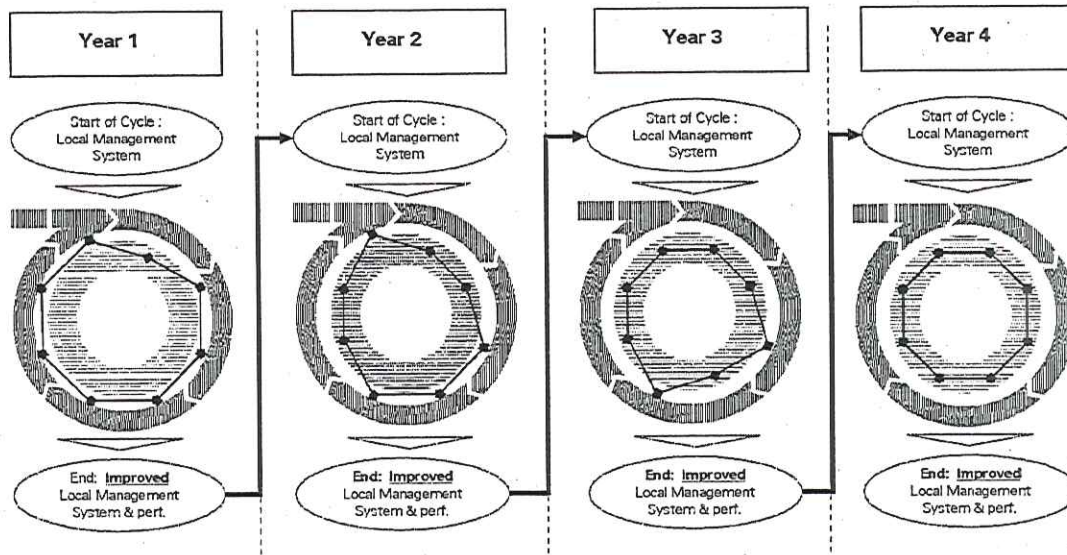
- A review of learnings and experience from previous OMS implementation in other entities.
- An assessment of the resource requirements and definition of how it shall be provided.
- The development of a training and communication plan.
- Definition of the control measures that check whether OMS implementation is on track.

4. Approval

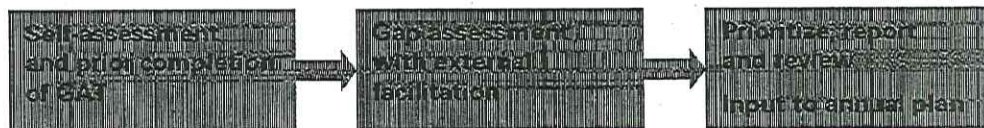
- The MOC approval shall be as per the existing entity MOC procedure with the addition of approval by the SPU leader (or their designate), and by the Segment/SPU Operating Authority (detailed in appendix 4).

5.2 Appendix 2 – OMS Group Essentials gap assessment requirements

Intent: A gap assessment against the Group Essentials (GEs) is necessary as part of the risk assessment and prioritization step of the Performance Improvement Cycle (PIC). The output of the gap assessment is used to aid prioritization of gaps and to provide input to the annual business planning process to obtain funding and resource for gap closure. Multi-year application of the PIC and a gap assessment against the GEs drives performance improvement and delivers the GEs as shown below:



Recommended gap assessment process: The OMS gap assessment process should commence with the entity leadership completing a self-assessment against the GE requirement statements using the Gap Assessment Tool (GAT), prior to the externally facilitated gap assessment. The leadership team should involve any necessary employees to get a true assessment of the level of conformance against the GEs. This is followed by the formal gap assessment event with external facilitation from outside the entity, where the entity leadership presents their self-assessment and the facilitators engage in a conversation to confirm the entity's results. The self-assessment and externally facilitated events may be combined into a single event. The overall ownership for the results and resultant gap closure plan is with the entity.



The Group GAT is contained within the OMS website and users need to request permission from the GAT Administrator to gain access to carry out an online assessment.

Group S&O provide training for external facilitators to be able to help the entity use the gap assessment process and web enabled tool as intended, provide an external perspective, consistency of application and a common understanding of the GEs and associated indicators.

Group requirements for an OMS Group Essentials gap assessment

Each BP entity shall:

- Complete a full Group Essentials statement gap assessment using the Group Gap Assessment Tool before converting to OMS. This assessment shall be facilitated by a person external to the entity who has been trained by Group S&O or approved by the Segment/SPU Operating Authority. (Appendix 4 refers.)
- Repeat this externally facilitated gap assessment at least every three years.
- Annually update their Group Essentials gap assessment and update their entity plans accordingly.

5.3 Appendix 3 – LOMS Handbook requirements

Intent: The OMS Framework requires each entity to put in place and keep current a Local OMS (LOMS) Handbook, summarizing how the entity operates with references and/or links to specific practices and procedures. Development of the local OMS and the LOMS Handbook should be led and owned by each entity's leadership to demonstrate a clear commitment to OMS. It is written at a relatively high level, with sufficient detail to enable employees to understand how the entity meets the requirements of the OMS Framework, and how they access local procedures and practices to safely carry out their work activities. While it is expected handbooks will be web based with access to these procedures and practices, the Handbook should be in a format that enables it to be printed out as an uncontrolled document.

The requirements detailed below should create a common look and feel to OMS implementation across the organization, more readily facilitate the sharing of good practices and learnings, and accelerate the induction of transferees.

Group Requirements for the LOMS Handbook

Each BP entity shall put in place a LOMS Handbook structured around the six steps of the OMS Performance Improvement Cycle and it shall contain the following items:

1. Intent
 - Scope of LOMS
 - Mission/Vision/Key strategies
 - Operating Policy including management commitment to OMS
 - How the LOMS works including governance, key roles and responsibilities
2. Risk Assessment and Prioritization
 - Overview of risk identification and prioritization procedures
 - Overview of use of the Group Essentials Gap Assessment Tool
 - Mechanisms to provide controlled access to the results of such assessments
3. Planning and Controls
 - Relationship to the annual plan (resources, budget)
 - Control mechanisms to assess progress against plan (e.g. QPR, dashboards)
4. Implementation and Operation
 - Overview of processes and procedures to deliver the annual plan and operate the entity versus the eight Elements of Operating
5. Measurement, Evaluation and Corrective Action
 - Overview of processes used to develop / measure / evaluate progress (KPIs, audits, self assessment), and track corrective actions
6. Management Review and Improvement
 - Management review of what has been done and how this sustains and drives improvement in the local OMS

5.4 Appendix 4 – OMS roles and accountabilities

Intent: The OMS Framework and operating practices (GDPs and GRPs) describe the Group OMS requirements and recommendations for their delivery. A common understanding and consistent application of these Group requirements is required to achieve the benefits of OMS – safe, responsible and reliable operating by every BP entity.

Implementing OMS is a multi-year transformational effort requiring the ongoing attention and guidance from BP's most senior accountable executives. Sustaining and continuously improving the application of OMS, once implemented, requires clear accountabilities and robust performance management processes. The remainder of this appendix outlines the essential roles and accountabilities required for the pragmatic and sustained implementation of OMS.

Segment requirements

Establishing clear roles and accountabilities is an essential consideration for implementing and sustaining OMS. Segments shall clarify specific accountabilities for performing each of the following activities:

1. Verifying rigorous entity use of the annual Performance Improvement Cycle including the quality of gap assessments, prioritization, annual planning and management review processes.
2. Verifying that the entity LOMS Handbook, including operating procedures, are fit for purpose and skilfully used to meet the intent of OMS.
3. Approving, amending and deviating from Segment, SPU and local practices and procedures.
4. Verifying entity progress in risk identification, sustainable risk reduction, legal compliance and performance improvement.
5. Maintaining specific competence and qualifications in OMS as needed to:
 - o Deliver quality, consistency and content adoption of OMS at the entity level.
 - o Deliver a robust CI process at the entity level.
 - o Deliver measurable risk reduction over time at the entity level.
 - o Assess and manage risks associated with approved deviations from OMS at the entity level.
6. Approving entity MOCs, in collaboration with the Segment/SPU Operating Authority, before transition to OMS.
7. Holding Entity Leaders accountable for the robust implementation of OMS.

Segment and/or SPU Operating Authority

The Segment EVP shall appoint Segment and/or SPU Operating Authority (Authorities) to support and assure consistent implementation of OMS across their Segment operating entities. The scope of this role shall include accountability for:

1. Approving the entity MOC for transition to OMS, in collaboration with the SPU Leader.
2. Approving entity deviations from any of the specific requirements detailed in OMS Parts 1 to 4 and the Group Defined Practices, and informing the Group Head of Operations (GHO) of these deviations.
3. Putting a formal process in place for the approval of, amendment to and deviations from Segment/SPU defined operating practices and procedures.
4. Approving selection of OMS Gap Assessment External Facilitators.
5. Providing the GHO access to existing Segment OMS implementation and conformance information to allow an independent view.

Group Head of Operations (GHoO)

The Group Head of S&O shall appoint a Group Head of Operations. The GHoO shall:

1. Interpret OMS parts 1 to 4 and co-ordinate the GHoD interpretations of Group Defined Operating Practices when relevant to OMS implementation.
2. Approve deviations where a BP entity does not intend to implement the OMS Framework and approve proposals for alternative arrangements.
3. Co-ordinate periodic reviews with GORC on progress and quality of OMS implementation and resulting operational improvements.
4. Provide support to the Segments including:
 - a. Training for the OMS Gap Assessment External Facilitators.
 - b. Recommendations for the pragmatic and effective implementation of OMS and CI.
 - c. Consultation, as requested, in the filling of OMS related roles in Segments.

5.5 Appendix 5 – OMS Conformance Timetable

Intent: In transitioning to OMS it is important that entities complete the implementation of the existing Integrity Management, Control of Work and Marine standards and then effectively build on this foundation through gap assessment and the application of the Performance Improvement Cycle.

Group requirements for completing the implementation of the existing Group Standards

Each entity shall:

- 1) By the end of 2008, be in conformance with the IM Standard or have an approved extension period and action plan for conformance.
- 2) Verify conformance with the timetable specified in Group Defined ETP GP 01-01 which defines the conformance requirements associated with the seven Group defined ETPs.
- 3) By the end of 2009, be in conformance with the CoW Standard or have an approved extension period and action plan for conformance. This demonstration of conformance with the CoW Standard is required even if entities transition to OMS before the end of 2009.
- 4) By the end of 2009, be in conformance with the Group Marine Standard or have an approved extension period and action plan for conformance. This demonstration of conformance with the Group Marine Standard is required even if entities transition to OMS before the end of 2009.
- 5) Complete the required MOC process before transitioning to OMS and transfer any outstanding actions associated with the CoW, IM and Marine Standards, including actions from any approved extensions, and the Group Defined Practices into the local OMS.

Group requirements for sustaining conformance with OMS

Each entity shall:

- 6) Focus on the annual application of the Performance Improvement Cycle to eliminate gaps and to deliver safe, responsible and reliable operating.
- 7) Within two years of transitioning to OMS develop a detailed plan for full conformance to OMS. An approved action plan shall be agreed within the Segment as part of each entity's second application of the Performance Improvement Cycle.

5.6 Appendix 6 – Application of OMS to projects

Projects have a particular role to play in achieving safe, responsible and reliable operations. It is through projects that the facility is created. It is during concept selection and facility design that many of the decisions are made, which will profoundly affect operation and maintenance of the facility. Projects are also the means by which major maintenance activities such as turnarounds are conducted and by which modification of the facility are carried out. And at the end of the facility's life a project will be established to decommission it.

In developing the project the project team need to understand the requirements of the LOMS under which the facility will be operated and maintained and ensure that the design is aligned with these requirements. But, in addition, the project is itself a company operating activity and shall be managed in a systematic way in accordance with the requirements identified within OMS which are supported by the "Project Principles".

Individual entities which are carrying out project activities shall ensure that the scope and provisions of their LOMS does cover those project activities. This may be achieved either by ensuring the relevant provisions are included within the individual parts of the LOMS or by requiring the application of a recognized Segment Project Process (e.g. Major Projects common process or Projects Common Process), which is compliant with the requirements of a number of specifically listed OMS Group Essentials. The Group Head of Projects shall review gap assessments of project processes compared to the requirements of the Group Essentials and agree actions required with the Segment heads of projects.

5.7 Appendix 7 – OMS applicability

This section defines the applicability of OMS, except to the extent that (a) there are alternative applicability provisions specifically for a part of OMS (such as a Group Defined Practice), or (b) applying an OMS requirement would conflict with applicable legal or regulatory requirements.

References in this section to "BP" are to a BP entity that is operating under the BP OMS. References to "applying OMS" relate to applying both the management system and the requirements within it (such as the Group Essentials) in accordance with OMS.

Wholly owned and operated

OMS shall apply to each project, operation, site, marine vessel, structure and other asset that is wholly owned and operated by BP. Where this is not the case, the following applies:

Joint Ventures – BP-operated

Where BP operates a joint venture, BP shall apply OMS except to the extent that the refusal of the other owners or participants to approve relevant elements of the work programme or related documents prepared by BP justifies an alternative course of action. Where there is such an impediment, BP shall endeavour to overcome it, for example by negotiating with the other partners or by seeking to amend relevant contracts immediately or on renewal as needed.

Joint Ventures – Non-BP-operated

Where BP participates or has an interest in a joint venture that it does not operate, BP shall consider whether the management systems used by the operator provide a level of risk management and performance management that is equivalent to that of OMS

- If they do, then no further evaluation or OMS action is required, unless BP becomes aware of information that justifies such re-evaluation or action.
- If they do not, then BP shall encourage the operator to adopt measures and standards that will maintain compliance with legal and regulatory requirements applicable to the joint venture, manage risks and drive continuous improvement in HSSE performance.

Acquisitions

After BP, or any subsidiary of BP p.l.c., acquires a business or assets, or an interest in a business or assets (where the BP group does not already hold an interest), a plan shall be developed and implemented to bring the business or assets into conformance with OMS or, where the interest is in a joint venture, to meet the requirements of the relevant paragraph above.

Contractors

Where BP relies on a contractor to carry out work, BP shall, as needed, include and apply contract provisions such that the work is carried out in a way that supports and is consistent with BP's application of OMS to BP's Operating activities. Where such contract provisions are not included in an existing contract, BP shall endeavour to amend the contract as needed, immediately or on renewal.

Marine

Where cargo or part cargo in which a BP entity has or will have an interest is to be carried by a third party carrier and BP is not itself assuring or vetting the quality of the carrier, the BP entity (or BP Shipping where this is its accountability) shall confirm that such assurance or vetting is carried out in a manner that is proportionate to the risks to BP.

Where BP bareboat charters and operates a marine vessel, BP shall apply OMS except where to do so would be inconsistent with the terms of the relevant bareboat charterparty. Where such inconsistency exists, BP shall where practicable seek to negotiate an amendment to the relevant bareboat charterparty, or, where applicable, different terms on renewal of the bareboat charterparty, so as to provide for unhindered application of OMS by BP.

5.8 Appendix 8 – OMS deviation process

A decision by a BP Entity to deviate from the complete application of the BP OMS Framework Parts 1 to 4 shall be based on a risk assessment (including defining and documenting the risk reduction measures that are to be applied) and shall be formally justified, recorded and authorized by the line Executive Vice President or Group Vice President or Group Head of Function after consultation and approval from the Group Head of Operations. This record shall, if requested, be made available to the Group Head of S&O Audit.

A decision by a BP Entity to deviate from any of the specific requirements detailed in OMS Parts 1 to 4 shall be based on a risk assessment (including defining and documenting the risk reduction measures that are to be applied) and shall be formally justified, recorded and authorized by the Entity Leader after consultation and approval from the relevant Segment/SPU Operating Authority

outside of the entity. The Group Head of Operations shall be informed of all such deviations. This record shall, if requested, be made available to the Group Head of S&O Audit.

Any authorization and approval for a deviation under this Appendix shall be for a maximum of five years and the deviation risk assessment, consultation and approval process shall be repeated before each renewal of the authorization and approval for the deviation (each renewal being for a further maximum of five years).

The deviation process for Group Defined Practices is as defined within those documents.